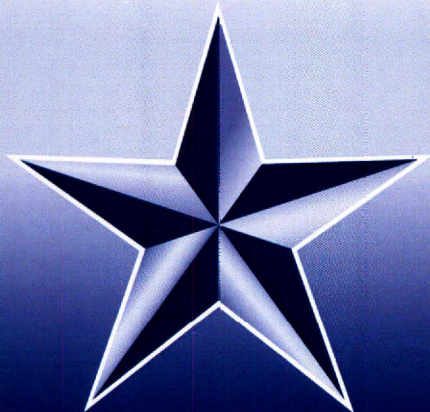


**AGENCY STRATEGIC PLAN
FISCAL YEARS 2013 — 2017:**

CONFRONTING OUR FUTURE WHILE PRESERVING OUR PAST

REVISED EDITION



**Texas
State Library
and Archives
Commission**

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Preserving yesterday, informing today, inspiring tomorrow.



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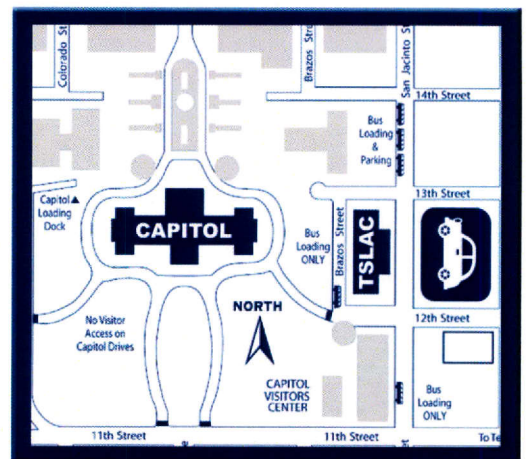


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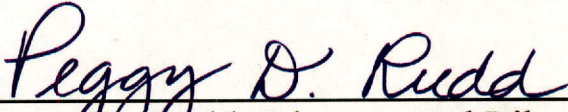


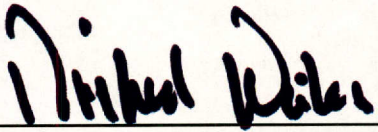
Agency Strategic Plan
Fiscal Years 2013-2017

**Confronting Our Future
While Preserving Our Past**

Texas State Library and Archives Commission

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Peggy D. Rudd, Director and Librarian


Michael C. Waters, Chairman

July 6, 2012
Revised Edition

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Address comments regarding programs and services of the
Texas State Library and Archives Commission to:

Director and Librarian
PO Box 12927
Austin, TX 78711-2927
512-463-5460
fax 512-463-5436

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**TEXAS STATE LIBRARY AND ARCHIVES COMMISSION
AGENCY STRATEGIC PLAN
FY2013-2017**

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TEXAS STATE GOVERNMENT

VISION, MISSION AND PHILOSOPHY

VISION

From:

Strengthening Our Prosperity: Agency Strategic Plan Instructions for Texas State Government

Governor Rick Perry

March 2012

Fellow Public Servants

Since the last round of strategic planning began in March 2010, our nation's economic challenges have persisted, but Texas' commitment to an efficient and limited government has kept us on the pathway to prosperity. Our strong economic position relative to other states and the nation is not by accident. Texas has demonstrated the importance of fiscal discipline, setting priorities and demanding accountability and efficiency in state government. We have built and prudently managed important reserves in our state's "Rainy Day Fund," cut taxes on small businesses, balanced the state budget without raising taxes, protected essential services, and prioritized a stable and predictable regulatory climate to help make the Lone Star State the best place to build a business and raise a family.

Over the last several years, families across this state and nation have tightened their belts to live within their means, and Texas followed suit. Unlike people in Washington, D.C., here in Texas we believe government should function no differently than the families and employers it serves. As we begin this next round in our strategic planning process, we must continue to critically examine the role of state government by identifying the core programs and activities necessary for the long-term economic health of our state, while eliminating outdated and inefficient functions. We must continue to adhere to the priorities that have made Texas a national economic leader: ensuring the economic competitiveness of our state by adhering to principles of fiscal discipline, setting clear budget priorities, living within our means and limiting the growth of government; investing in critical water, energy and transportation infrastructure needs to meet the demands of our rapidly growing state; ensuring excellence and accountability in public schools and institutions of higher education as we invest in the future of this state and make sure

Texans are prepared to compete in the global marketplace; defending Texans by safeguarding our neighborhoods and protecting our international border; and increasing transparency and efficiency at all levels of government to guard against waste, fraud and abuse, ensuring that Texas taxpayers keep more of their hard-earned money to keep our economy and our families strong.

I am confident we can address the priorities of our citizens with the limited-government principles and responsible governance they demand. I know you share my commitment to ensuring that this state continues to shine as a bright star for opportunity and prosperity for all Texans. I appreciate your dedication to excellence in public service and look forward to working with all of you as we continue to chart a strong course for our great state.

Sincerely,
RICK PERRY

THE MISSION OF TEXAS STATE GOVERNMENT

Texas State Government must be limited, efficient, and completely accountable. It should foster opportunity and economic prosperity, focus on critical priorities, and support the creation of strong family environments for our children. The stewards of the public trust must be men and women who administer state government in a fair, just, and responsible manner. To honor the public trust, state officials must seek new and innovative ways to meet state government priorities in a fiscally responsible manner.

Aim high...we are not here to achieve inconsequential things!

THE PHILOSOPHY OF TEXAS STATE GOVERNMENT

The task before all state public servants is to govern in a manner worthy of this great state. We are a great enterprise, and as an enterprise we will promote the following core principles.

- First and foremost, Texas matters most. This is the overarching, guiding principle by which we will make decisions. Our state, and its future, is more important than party, politics, or individual recognition.
- Government should be limited in size and mission, but it must be highly effective in performing the tasks it undertakes.
- Decisions affecting individual Texans, in most instances, are best made by those individuals, their families, and the local governments closest to their communities.
- Competition is the greatest incentive for achievement and excellence. It inspires ingenuity and requires individuals to set their sights high. And just as competition inspires excellence, a sense of personal responsibility drives individual citizens to do more for their future and the future of those they love.
- Public administration must be open and honest, pursuing the high road rather than the expedient course. We must be accountable to taxpayers for our actions.
- State government has a responsibility to safeguard taxpayer dollars by eliminating waste and abuse and providing efficient and honest government.
- Finally, state government should be humble, recognizing that all its power and authority is granted to it by the people of Texas, and those who make decisions wielding the power of the state should exercise their authority cautiously and fairly.

PRIORITY GOALS AND BENCHMARKS FROM *STRENGTHENING OUR PROSPERITY*

EDUCATION (PUBLIC SCHOOLS):

To ensure that all students in the public education system acquire the knowledge and skills to be responsible and independent Texans by:

- Ensuring students graduate from high school and have the skills necessary to pursue any option including attending a university, a two-year institution, other post-secondary training, military or enter the workforce;
- Ensuring students learn English, math, science and social studies skills at the appropriate grade level through graduation; and
- Demonstrating exemplary performance in foundation subjects.

Benchmarks

- High school graduation rate
- Percent of students from third grade forward who are able to read at or above grade level
- Percentage of graduates earning recommended high school diploma

EDUCATION (HIGHER EDUCATION):

To prepare individuals for a changing economy and workforce by:

- Providing an affordable, accessible, and quality system of higher education; and
- Furthering the development and application of knowledge through teaching, research, and commercialization.

Benchmarks

- Percent of population age 24 and older with vocational/technical certificate as highest level of educational attainment
- Percent of population age 24 and older with two-year college degree as highest level of educational attainment
- Percent of population age 24 and older with four-year college degree as highest level of educational attainment

HEALTH AND HUMAN SERVICES:

To promote the health, responsibility, and self-sufficiency of individuals and families by:

- Making public assistance available to those most in need through an efficient and effective system;
- Restructuring Medicaid funding to optimize investments in health care and reduce the number of uninsured Texans through private insurance coverage;
- Enhancing the infrastructure necessary to improve the quality and value of health care through better care management and performance improvement incentives;
- Continuing to create partnerships with local communities, advocacy groups, and the private and not-for-profit sectors;
- Investing state funds in Texas research initiatives which develop cures for cancer;
- Addressing the root causes of social and human service needs to develop self-sufficiency of the client through contract standards with not-for-profit organizations; and
- Facilitate the seamless exchange for health information among state agencies to support the quality, continuity, and efficiency of healthcare delivered to clients in multiple state programs.

Benchmarks

- Percent of people completing vocational rehabilitation services and remaining employed.

ECONOMIC DEVELOPMENT:

To provide an attractive economic climate for current and emerging industries and market Texas as a premier business expansion and tourist destination that fosters economic opportunity, job creation, capital investment by:

- Promoting a favorable and fair system to fund necessary state services;
- Addressing transportation needs;
- Maintaining economic competitiveness as a key priority in setting State policy; and
- Developing a well trained, educated, and productive workforce.

Benchmarks

- Number of new small businesses created
- Median household income
- Number of Texans receiving job training services

PUBLIC SAFETY AND CRIMINAL JUSTICE:

To protect Texans by:

- Preventing and reducing terrorism and crime;
- Securing the Texas/Mexico border from all threats;
- Achieving an optimum level of statewide preparedness capable of responding and recovering from all hazards; and
- Confining, supervising, and rehabilitating offenders.

Benchmarks

- Percent of state's population whose local officials and emergency responders have completed a training/exercise program in the last year
- Juvenile violent crime arrest rate per 100,000 population
- Adult violent crime arrest rate per 100,000 population

GENERAL GOVERNMENT:

To provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers by:

- Supporting effective, efficient, and accountable state government operations;
- Ensuring the state's bonds attain the highest possible bond rating; and
- Conservatively managing the state's debt.

Benchmarks

- Total state spending per capita
- State and local taxes per capita
- Number of state services accessible by Internet
- Total savings realized in state spending by making reports/documents/processes available on the Internet

TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

VISION, MISSION, AND PHILOSOPHY

VISION

The people of Texas will have access to and effectively use information, archival resources, public records and library materials to improve their lives, the lives of their families, and their communities. All people will benefit from expanded opportunities and resources to explore diverse pathways to knowledge and wisdom.

MISSION

The mission of the Texas State Library and Archives Commission is to safeguard significant resources, provide information services that inspire and support research, education and reading, and enhance the capacity for achievement of current and future generations. To accomplish this, we

- Preserve the record of government for public scrutiny,
- Secure and make accessible historically significant records and other valuable resources, both for print and electronic documents,
- Meet the reading needs of Texans with disabilities,
- Build and sustain statewide partnerships to improve library programs and services, and
- Enhance the capacity for achievement of individuals and institutions with whom we work.

PHILOSOPHY

The Texas State Library and Archives Commission and staff believe all Texans have the right to barrier-free access to library and information services that meet personal and professional needs and interests, provided by well-trained, customer-oriented staff. We pledge to adhere to the highest standards of honesty, integrity, and accountability. We strive to attain and hold the highest levels of public trust.

TEXAS STATE LIBRARY AND ARCHIVES COMMISSION

AGENCY GOALS, OBJECTIVES, STRATEGIES AND MEASURES

A. Goal: To improve the availability and delivery of library and information services for all Texans.
[Government Code 441.001-.016, et. seq., 441.121-139; 441.101-.106, 441.111-.116; 441.201-.210; Human Resources Code 91.081-.084]

A.1 Objective: Enable Texas libraries to avoid \$485 million of costs between 2013 and 2017 by sharing library resources.

Outcome Measures:

1. Percent of public libraries that have improved their services or resources
2. Dollar value of cost avoidance achieved by library resource sharing

A.1.1 Strategy: Share library resources among libraries statewide through Library of Texas, interlibrary loan, TexShare, and other projects.

Output Measures:

1. Number of persons provided project-sponsored services by library resource sharing
2. Number of librarians and others trained or assisted to use shared resources

Efficiency Measures:

1. Number of days of average turnaround time for interlibrary loans
2. Cost per book and other library material provided by shared resources

A.1.2 Strategy: Provide services and grants to aid in the development of local libraries, including grants, continuing education and consulting services, the Texas Reading Club, cooperative programs, and other projects and special studies.

Output Measures:

1. Number of books and other library materials provided to local libraries
2. Number of librarians trained or assisted in libraries

3. Number of persons provided library project-sponsored services

Efficiency Measure: Cost per person provided local library project-sponsored services

A.2 Objective: Increase library use by Texans with disabilities to 10 percent of the eligible population.

Outcome Measure: Percent of eligible population registered for Talking Book Program services

A.2.1 Strategy: Provide direct library service by mail to Texas citizens with disabilities from a centralized collection of large-print, Braille, and recorded books.

Output Measures: 1. Number of persons served
2. Number of institutions served

Efficiency Measures: 1. Cost per person/institution served
2. Cost per volume circulated

Goal: To improve the availability and delivery of information services to state government and to persons seeking current and historical information from state government.

[Government Code 441.001, et. seq.; and Subtitle C, Title 6, Local Government Code]

B.1 Objective: Improve information services to state and local government offices, historical and family history researchers, and the public by achieving an annual satisfaction rating of 95 percent from customers seeking information and reference services.

Outcome Measure: Percent of customers satisfied with State Library reference and information services

B.1.1 Strategy: Provide legislators, staff, and the general public with ready access to needed government information from publications, documents, records, and other resources, including electronic records.

Output Measure: Number of assists with information resources

Efficiency Measure: Cost per assist with information resources

Explanatory Measure: Number of Web-based information resources used

C. Goal: To provide for the cost effective management of all state and local government records.

[Subchapter L, Chapter 441, Government Code; and Subtitle C, Title 6, Local Government Code]

C.1 Objective: Achieve a 95 percent annual records retention compliance rate for state agencies, and an 80 percent annual records retention compliance rate for local government offices.

Outcome Measures:

1. Percent of state agencies administering programs based on approved records schedules
2. Percent of local government offices administering programs based on approved records schedules
3. Dollar value of cost-avoidance achieved for state records storage/maintenance

C.1.1 Strategy: Provide records management training, consulting, and storage services to state agencies and local government officials.

Output Measures:

1. Number of state and local government employees assisted or trained
2. Total revenue from imaging services
3. Total revenue from storage services

Efficiency Measures:

1. Imaging services production revenue per FTE
2. Cost per cubic foot stored/maintained

D. Goal: To implement a program to insure the meaningful and substantive inclusion of historically underutilized businesses in all areas of procurement.

[Government Code 2161.001 - .231]

D.1 Objective: Include historically underutilized businesses (HUBs) in at least 20 percent of all agency dollars spent for special trades services; 5 percent of all agency dollars spent for other services; and 30 percent of all agency dollars spent for commodities by FY2017.

Outcome Measure: Percent of total dollars spent with HUB vendors

D.1.1 Strategy: Develop and implement a plan to increase HUB vendor participation in all procurement areas.

Output Measures: 1. Dollar value of HUB contracts awarded
2. Number of HUB vendors contacted for bid proposals

OVERVIEW OF OUR AGENCY SCOPE AND FUNCTIONS

A. OUR ENABLING STATUTES AND ADMINISTRATIVE RULES

TEXAS LEGISLATION AND STATUTES

Overall: Government Code, Chapter 441, Subchapter A; Administrative Code, Title 13, Chapter 2

Library systems: Government Code, Chapter 441, Subchapter I; Administrative Code, Title 13, Chapter 1

School library standards: Education Code, Section 33.021; Administrative Code, Title 13, Chapter 4

TexShare library consortium: Government Code 441, Subchapter M; Administrative Code, Title 13, Chapter 8

State publications: Government Code, Chapter 441, Subchapter G; Administrative Code, Title 13, Chapter 3

Central service to visually disabled: Human Resources Code, Chapter 91, Subchapter E; Administrative Code, Title 13, Chapter 9

State records: Government Code, Chapter 441, Subchapter L; Administrative Code, Title 13, Chapter 6

Local government records: Local Government Code, Title 6, Subtitle C; Government Code, Chapter 441, Subchapter J; Administrative Code, Title 13, Chapter 7

Electronic recording by county clerks: Local Government Code, Chapter 195; Property Code, Chapter 15; Administrative Code, Title 13, Chapter 7, Subchapter E

Uniform Electronic Transactions Act: Business and Commerce Code, Chapters 43 and 322; Administrative Code, Title 13, Chapter 6

Texas Historical Records Advisory Board: Government Code, Chapter 441, Subchapter N

Texas Heritage Online: Government Code, Chapter 441, Subchapter L

UNITED STATES LEGISLATION AND STATUTES

Service to blind and other physically disabled people: 2 U.S.C.A. §135b

Federal funding for library services and technology: 20 U.S.C.A. §9101-9176

Federal documents: 19 U.S.C.A. §44

B. AGENCY HISTORY AND SIGNIFICANT EVENTS

- 1895** - U.S. and Texas governments agreed to exchange government documents.
- 1909** - Texas Library and Historical Commission was created; in 1979, it was renamed Texas State Library and Archives Commission (TSLAC).
- 1919** - Legislation was enacted regarding county public libraries.
- 1931** - National Library Service for the Blind and Physically Handicapped was established for adults who are blind, and TSLAC began providing Talking Book services.
- 1947** - State records management function was established.
- 1952** - Blind children became eligible for Talking Book service.
- 1956** - Federal Library Services Act was passed and funded to establish and improve local public library service.
- 1962** - Lorenzo de Zavala State Archives and Library Building opened.
Federal Depository Library Act established regional depository system.
- 1963** - State legislation was enacted authorizing TSLAC to collect, organize and distribute Texas documents and to establish the depository library system for state publications.
- 1966** - People with physical disabilities other than blindness became eligible for the Talking Book service.
- 1969** - Legislative Reference Library was separated from the agency.
Library Systems Act was passed, providing a regional cooperative program to improve Texas public libraries.
- 1971** - Local government records function was enacted.
- 1972** - State Records Center opened.
- 1974** - People with organic dysfunction resulting in learning disabilities became eligible for Talking Book service.
- 1977** - Sam Houston Regional Library and Research Center opened in Liberty.
- 1978** - Talking Book Program's Volunteer Recording Studio was established.
- 1988** - State Records Center expansion was completed.
Talking Book Program circulation facility opened adjacent to the State Records Center.
- 1989** - Local Government Records Act was passed.
- 1994** - North Texas Regional Library System became the first of 10 private, nonprofit public library systems, funded with a Library Systems Act grant.
- 1995** - Legislature assigned responsibility to TSLAC for the development of school library program standards.
Legislation added electronic publications and Internet to agency responsibilities.

- 1996** - The Library Services and Technology Act replaced the Federal Library Services and Construction Act.
- Texas Book Festival was created to raise funds for public libraries and to encourage reading in Texas.
- 1997** - Legislature created library tax districts as a mechanism to establish and fund public libraries.
- Legislature enacted new state records preservation and management law.
- 1997** - Legislature transferred responsibility for the TexShare academic library resource-sharing consortium to TSLAC.
- 1999** - Legislature added public libraries to the TexShare library resource-sharing consortium.
- 2001** - Legislature funded the Loan Star Libraries Program of direct aid to Texas public libraries. Libraries of clinical medicine added to the TexShare library resource-sharing consortium.
- 2003** - Legislature increased number of Commissioners to seven.
- Federal Library Services and Technology Act reauthorized.
- 2005** - Legislature authorized public school libraries to participate in TexShare group purchasing programs.
- Legislature added a second library district law permitting funding by sales or property tax.
- Legislature authorized \$15.5 million for the Lorenzo de Zavala State Archives and Library Building renovation.
- 2007** - Sunset bill reauthorized agency for 12 years.
- Legislature authorized TSLAC to support collaborative efforts to provide Internet access to digitized cultural resources.
- 2008** - Renovation of the Lorenzo de Zavala State Archives and Library Building began.
- Friends of Libraries & Archives of Texas, the agency's nonprofit support group, kicked off a capital campaign to supplement renovation funds for the Lorenzo de Zavala State Archives and Library Building.
- 2009** - Legislature revised Library Systems Act to facilitate development of multi-type library systems.
- Legislature allowed the agency to use rule-making authority to expand membership in the TexShare consortium.
- Legislature revised the definition of a "state record" to include government records from the pre-statehood period.
- Texas State Library and Archives Commission celebrated 100 years serving the state of Texas.
- The Talking Book Program began distributing the National Library Service's digital talking book machine and offering digital download services to patrons; the new machine

was the first major change in equipment since cassette machines were first distributed in the late 1960s.

The Lorenzo de Zavala State Archives and Library Building was designated a national Literary Landmark by the Association of Library Trustees, Advocates, Friends and Foundations; it was the fourth building in Texas to receive the designation.

2010 - Renovation of the Lorenzo de Zavala State Archives and Library Building was completed and the building rededicated on November 12.

Texas State Library and Archives Commission awarded \$7.96 million Broadband Technology Opportunities Program grant from the U.S. Department of Commerce, National Telecommunications and Information Administration.

2011 - Legislature eliminated all funding for the Loan Star Libraries Program of support for the state's public libraries. Agency budget was reduced by 64 percent, and 23.6 FTE positions were lost.

2012 The Talking Book Program received the Library of the Year award from the National Library Service for the Blind and Physically Handicapped at a ceremony in the Library of Congress, Washington, DC.

2012 The Texas State Library and Archives Commission received the Broadband Hero award for its initiative, ideas, and efforts to support and encourage the implementation of broadband services for all Texans.

C. AFFECTED POPULATIONS

The Texas State Library and Archives Commission provides collections and information services to the people of Texas, the nation and the world. Through the Internet, telephone, interlibrary loan and on-site assistance, we serve the information needs of all who seek our help. We also serve as stewards of the documentary heritage of the State of Texas and of the public's right to know by overseeing the management and retention of Texas government records.

KEY SERVICE POPULATIONS

Our services directly benefit

- Patrons who use current and historical materials in the Texas State Archives, the Family Heritage Research Center and the Reference and Information Center, which together comprise the most complete library of state and federal publications in Texas, as well as extensive, unique archival records and manuscripts
- Texas public, academic and school libraries and their patrons that benefit from the provision of a wide range of shared digital content and services
- Patrons with visual, physical and learning disabilities and the organizations serving them, who use the services of our Talking Book Program
- Libraries, museums, archives, agencies and other organizations that benefit from the collaborative efforts of Texas Heritage Online
- Government agencies that use our records storage, imaging and consulting services

- Local government officials who depend on regional depositories for the safe storage of their permanent records
- Records management officers, librarians, information resource managers and others who participate in our library and records management training and use our consulting services
- Selective libraries in the U.S. Government Printing Office's Federal Documents Library Program
- People who attend workshops, conferences and professional meetings featuring presentations by our staff
- Texas State Publications Depository network libraries that receive state publications we collect and make available to the public
- Government agency staff who use our reference and interlibrary loan services
- Historians who assist corporations, state and federal agencies and private individuals in complying with state and federal laws
- Readers of our publications, including library and records management professionals and the public
- Visitors to the Lorenzo de Zavala State Archives and Library Building and its exhibits, and visitors to our Sam Houston Regional Library and Research Center in Liberty
- Researchers who use public and academic library statistics collected and compiled by TSLAC
- Texas libraries staff who use materials in our Library Science Collection to further their professional development and improve local library services
- Library professionals who use our job-listing service and continuing education resources
- Demographers using information distributed by the Texas State Data Center and the U.S. Bureau of the Census

Our services indirectly benefit

- All Texans, whose right to access government information and publications is defended and preserved by the activities of our information services and government records management and preservation programs
- Students and teachers in schools where libraries are improved through our standards for school library programs
- Children, teens and families who participate in the annual Texas Reading Club program
- People receiving materials distributed through our statewide interlibrary loan network
- Local library advisory board members who receive information and training on effective board operations
- Texans using public access computing at local libraries, supported by training, consulting and E-rate
- Historically underutilized businesses with which we do business

Our rule-making authority affects

- State agencies and state-supported or state-sponsored institutions subject to the requirements of the Texas State Publications Depository Law

- State and local government agencies subject to Texas government records management laws and our administrative rules adopted under authority of those laws
- Public, academic, school and special libraries subject to commission rules such as those for administering library accreditation, school library standards and library grants
- Libraries across the state participating in the TexShare library resource sharing consortium

D. OUR MAIN FUNCTIONS

The 10 roles outlined below are based on *The Functions and Roles of State Library Agencies* (American Library Association, 2000). These roles grew out of in-depth analysis of data collected from the 50 state library agencies about collections, services and functions. These roles effectively categorize the many functions of the Texas State Library and Archives Commission and operationally define activities incorporated in each role.

OUR ROLES IN STATE GOVERNMENT

Advocator – We actively promote the essential place of libraries and archives in our society. We champion the need for effective government records management. We encourage state and federal legislation that will improve these vital services.

Advisor – Through our expert staff, we provide guidance to libraries, government agencies and the public on a broad range of topics including library management services, library technology, grant writing, government records management and the needs of special populations. Our staff also provides research guidance regarding collections of interest to historians, genealogists, lawyers and members of the press.

Provider – We provide direct services to libraries, government agencies and the public through online databases, reference services, interlibrary loan, grants and reading aids to those in our client population with special needs. We also provide records storage and document imaging services to government agencies.

Preserver – We acquire, arrange, maintain and protect the historically valuable records of state government for public use and assist local governments in preserving their documentary heritage through training in records management.

Data Collector/Evaluator – We collect statistical information from libraries, government agencies and others we serve, and compile, analyze and report the data on a regular or as-requested basis to the Legislature, our client populations and others. We also collect data and use it to evaluate the effectiveness of our programs and services.

Regulator – We monitor and enforce federal and state statutory and regulatory requirements related to the management of library services, archives and records.

Leader – We promote library, archival and records management services by encouraging libraries and government agencies to implement programs and methods that improve accountability, efficiency and effectiveness.

Facilitator – We encourage cooperation and linkages between and among different types of libraries and archives, among governments at all levels and between our public and ourselves.

These interconnections, through electronic networks, advisory committees, supportive organizations and personal relationships, are invaluable to our mission.

Educator – We provide continuing education opportunities to members of the records management, library and archival communities so they may carry out their respective duties and roles more effectively. We train customers in the efficient and effective use of print and electronic information resources.

Innovator – We continually seek new methods to demonstrate, inspire and sponsor fresh ideas and innovative leadership in our constituent communities.

E. PUBLIC PERCEPTION

The Texas State Library and Archives Commission is a complex agency offering a wide variety of services. Periodically conducted customer satisfaction surveys yield consistently high marks for the agency's services to our various customer groups (e.g., researchers, talking book patrons, workshop attendees).

The public's direct knowledge of our work and programs is limited frequently by the indirect nature of many of our services. For example, our State and Local Records Management Division provides consulting services and continuing education opportunities for state and local government records management officers to help them manage their records more effectively. Our services to these government employees translate into efficiencies that save time and tax dollars. However, the public — the ultimate beneficiary — is rarely aware that these services exist. They are even less aware of who provides them.

The renovation of the commission's flagship building, the Lorenzo de Zavala State Archives and Library Building, was completed in late 2010. Limited public access to collections and services was available during the renovation. Over the past year, the number of visitors to the building and the number of researchers and students has consistently increased. The improvements in the building have given us the ability to design and install a variety of exhibits showcasing aspects of Texas history for visitors; offer public programs in our Speakers Series; provide technology-supported training space in our Learning Center; and offer space for functions sponsored by our Friends of Libraries & Archives of Texas support group and allied groups and organizations. In addition, staff has been more actively involved in professional organizations and outreach efforts and have been tapped for a number of public speaking engagements.

The agency's website and our Intranet, Angelina, have been migrated to a more user-friendly content management system, which has significantly improved our ability to push information out to the public more effectively. In addition, the agency maintains a Facebook page and uses Twitter, Flickr, Pinterest, blogs and other social networking tools to provide timely information, post alerts, and engage our users in new and exciting ways.

All of these activities are designed to achieve the agency's strategy to use a wide variety of tools and techniques to reach audiences and individual customers in more meaningful ways with greater impact. We believe that the ancillary benefit will be increased public awareness of the agency and its programs and services and a clearer public understanding of our purpose and value.

We value and strive to maintain excellence in management and fiscal accountability. The agency strives to uphold the highest principles of transparency by placing a great deal of budget and policy information on our website for public view. We strive to use electronic tools to elicit input from customer groups as well as the general public on long-range planning strategies, rule development and revision, grant funding opportunities, best practices, and evaluation of programs and services.

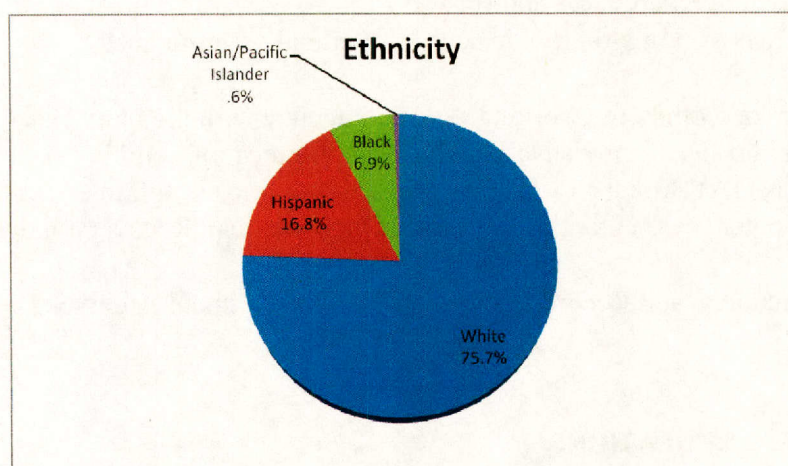
Operating under the motto, "Preserving yesterday, informing today, inspiring tomorrow," our staff is committed to the highest standards of public service to the people of Texas. We have implemented uniform standards for agency publications, developed consistent messaging across segments of the agency, sponsored exhibits at major constituent conferences (such as the Texas Library Association and the Texas Municipal League), and established effective partnerships with other state agencies and allied groups and organizations (e.g., Texas Book Festival, Texas Workforce Commission, Bob Bullock Texas State History Museum).

ORGANIZATION OF OUR AGENCY

A. SIZE AND COMPOSITION OF OUR WORKFORCE

The Texas State Library and Archives Commission is authorized for 169.4 full-time equivalent (FTE) positions, a decrease of 23.6 FTEs from the prior biennium. We currently employ one exempt, 137 full-time classified and 24 part-time classified staff. TSLAC employs a diverse workforce as illustrated in the chart below. Women comprise 60 percent of our workforce. More complete information on the agency's workforce may be found in Appendix F, Workforce Plan.

B. OUR ORGANIZATIONAL STRUCTURE AND PROCESS



Our most important resource goes home every night. We value our employees as individuals and rely on their collective skills and talents to meet our goals. While style varies from manager to manager, the overall structure supports a two-way flow of communication and focuses efforts on creative work solutions that benefit our customers as well as our staff.

Since Jan. 1, 2004, a seven-member commission has led the agency. The governor appoints commissioners to six-year terms. A new commission chairman was appointed by the governor in early 2012. The director and librarian is hired by the commission, and is responsible for agency-wide policy development and dissemination; however, staff input is both valued and invited to ensure informed decision-making and policy formulation and evaluation.

TSLAC has six program divisions: Archives and Information Services, Information Resources Technologies, Library Development and Networking, State and Local Records Management, Talking Book Program and Administrative Services. An administrative team, composed of the director and librarian, the assistant state librarian, the six division directors, the head of Human Resources, the executive assistant and the communications officer, meets weekly to discuss agency issues, share information and advise the director and librarian.

C. OUR LOCATION AND THE IMPACT OF GEOGRAPHY ON OUR OPERATIONS

Our agency headquarters is the Lorenzo de Zavala State Archives and Library Building, located within the Capitol Complex at 1201 Brazos St. in Austin. The State Records Center and Talking Book Program annex are at 4400 Shoal Creek Blvd. in Austin. The Sam Houston Regional Library and Research Center is located three miles north of Liberty at 650 FM 1011. Locations and functions at the satellite facilities are complementary; however, the physical restrictions of this arrangement require the program divisions to address the challenges of managing staff in

multiple locations. Effective communication among facilities is a high priority, and employees in each facility use a variety of methods to communicate including e-mail and Angelina, the agency's intranet.

We work closely with federal agencies to implement programs, and key staff must travel annually to Washington, D.C., to attend training sessions and meetings related to their areas of administration. Our federal partners are:

- The National Library Service for the Blind and Physically Handicapped in the Library of Congress working with the Talking Book Program
- The Institute of Museum and Library Services working with the Executive Office and the Library Development and Networking Division
- The Federal Emergency Management Agency working with the State and Local Records Management Division on disaster preparedness and recovery
- The Government Printing Office working to provide access to federal government publications and databases
- The United States Department of Commerce working as a core agency with the State Data Center Program for Texas and for the agency's National Telecommunications and Information Administration (NTIA) Broadband Technology Opportunities Program (BTOP) Public Computing Center (PCC) grant, funded under the American Recovery and Reinvestment Act (ARRA)
- The National Historical Publications and Records Commission in the National Archives and Records Administration
- The Library of Congress

D. LOCATION OF OUR SERVICE POPULATIONS

Our service populations are diverse. We carefully plan and allocate resources in order to meet customer needs spread over a widely dispersed area. To increase the efficiency and effectiveness of our programs, and to reach the widest audience and largest number of customers, we strive to partner as often as possible with regional organizations and networks such as Amigos Library Services and the Texas Library Association to deliver services and training. The agency's trainers and consultants provide continuing education opportunities to meet statewide needs more directly, while working with an advisory panel of librarians drawn from around the state. The agency also delivers records management workshops for local governments in regions throughout the state. We support a network of Regional Historical Resource Depositories, responsible for housing and maintaining the archival records of local governments in designated areas. As both a regional depository library for federal government documents, as well as the holder of the most comprehensive collection of Texas state agency publications, we work closely with libraries and individuals to provide access to government information resources.

With the geographic expanse of Texas, we are not always able to deliver education to librarians and library staff in traditional face-to-face settings, and local librarians are not always able to travel to receive training in-person at the point of need. To address these challenges, we have developed an active program of providing continuing education through distance-learning technologies. In 2011, we sponsored 287 continuing education opportunities, conducted as in-person workshops, web-based courses, webinars or teleconferences, attended by 6,715 librarians and library staff around the state. Staff develops distance-education courses both in-house and by contracting with

experts as needed, and we are a state partner with WebJunction, a national library online learning community to share information, expertise, and online courses. All Texas library staff can use WebJunction resources freely. The Library Development and Networking Division pioneered the use of a blog, *Library Developments*, and other online tools to both gather information on needs from libraries statewide and to provide an up-to-date and efficient way of informing libraries about training opportunities, grants and other programs.

Many remote state offices and local governments are experiencing reduced or strained budgets, but have greater need for records management assistance as a result of staff turnover and varying levels of technological capability. We receive requests to travel and present to many of the more than 10,000 local governments throughout Texas, but have limited staff and resources to help these organizations. To expand our outreach to local governments using our current staff will necessitate providing more online materials, webinars and timely electronic communication about issues. In May 2010, the Records Management Assistance Unit (RMA) launched a blog, *The Texas Record*, to improve communication and outreach to local governments and state agencies. *The Texas Record* is now the main communication channel.

Other outreach efforts include gathering critical feedback from customers on what classes and training they need, responding with improved online delivery of materials and collaborating to develop training programs that respond to immediate needs as well as future technological developments. RMA has seen an increase in specialized training requests in FY2012. RMA is currently partnering with two Education Service Centers to offer training for school districts. RMA plans to continue these partnerships and look for ways to offer other specialized training for other types of local governments (municipalities, police departments, etc.). We continue to update records management classes to better meet customer needs. FY2012 has seen an increased demand for regional workshops around the state. We anticipate this trend to continue due to local governments' strained travel budgets.

As mandated by the Legislature, we place special emphasis on the Texas-Louisiana and Texas-Mexico border regions. Of the 10 regional library systems we have funded, five serve counties located in those targeted border regions. (Regional library systems funding was eliminated beginning in FY2013 as a result of deep budget cuts enacted by the 82nd Texas Legislature.) In FY2011 we awarded \$2,333,119 in system grants to those five systems, and an additional \$285,291 for Technical Assistance Negotiated Grants to help libraries in those regions better use and maintain their computer technology. Two systems received \$400,000 for system competitive grants to implement a workforce development project in nine of the systems, including those in the border regions, and to provide programs in family literacy, workforce development, and training. In FY2011, we awarded \$3,845,647 in Loan Star Libraries Program grant funding to libraries serving communities in both border regions. (The Loan Star Libraries grant program funding was eliminated in the 2011 legislative session.)

The federal Library Services and Technology Act (LSTA) competitive grants provide funds for innovative projects to assist libraries to better reach underserved populations, promote reading and literacy, promote the use of technology-based services, and provide access to special collections of Texas history in libraries. In FY2011, nineteen libraries in the border regions received \$346,174 in LSTA funding. In FY2011, we awarded interlibrary loan grants of \$468,443 to libraries in the border regions to facilitate resource sharing.

A result of the agency's Sunset evaluation in 2007 was a requirement for the agency to fund competitive grants. In FY2011, we funded five competitive grant programs with \$889,261 from the federal Institute of Museum and Library Services (IMLS). Those programs are Special Projects, Library Cooperation, System Competitive, TexTreasures, and Texas Reads.

Spanish-language interfaces for our major licensed databases are available to libraries throughout Texas, and four TexShare databases contain significant, unique Spanish-language content. The TexShare database program has been flat funded for several biennia, and state funds were cut significantly in the 2011 legislative session. Concomitantly the cost of online resources continues to increase, which may result in the agency's inability to sustain the current level of support for Spanish-language content.

Nearly 20 percent of all Talking Book Program patrons live in the 61 counties that make up the Texas-Mexico and the Texas-Louisiana border regions. As of February 2012, 2,314 individuals and institutions are registered for services in the Texas-Mexico border counties; 709 individuals and institutions are registered in the Texas-Louisiana counties. These registrants represent 15% and 5%, respectively, of all Talking Book Program participants.

In FY2011, our State and Local Records Management and Library Development and Networking divisions conducted 361 workshops for 10,002 participants; 325 of the workshops were available to constituents in the targeted border regions.

E. OUR HUMAN RESOURCES STRENGTHS AND WEAKNESSES

Our employees are educated and highly motivated. We are authorized 169.4 FTEs, a reduction of 42.1 FTEs over the past twelve years. Seventy seven of our positions are categorized as "professional" by the Department of Labor. Of these, 29 require an advanced degree, with the other 48 professional positions requiring either a bachelor's degree or some college coursework combined with experience.

In the past, we have had difficulty replacing employees in key professional positions with staff who have equivalent training and/or experience. However, we have been successful in recruiting staff adversely affected by the economic downturn and who are looking for a more stable work environment. During FY2011, it took an average of 38 days to fill our vacant professional positions with external candidates; 79 days less than the previous year. For all other positions, it took an average of 60 days to fill all positions posted externally, a reduction of 28 days overall.

The Texas Library Association recommends a minimum annual salary of \$40,500 for a new full-time professional librarian. As of Sept. 1, 2009, under the state classification system, our entry-level professional librarian salary was \$29,933, more than \$10,000/yr less than the recommended entry level salary. Of the positions in the agency that have the Librarian classification, 31 percent are paid below the recommended entry level salary.

The Electronic Classification System (E-Class) maintained by the State Auditor's Office indicates that only 4.4 percent of our agency's salaries are above the midpoint in the salary range, leaving 95.6 percent below the midpoint. Our agency would require an additional \$757,833 in appropriation in FY2014 to move 100 percent of our staff to the midpoint of their salary ranges.

We experienced a turnover rate of 19.2 percent in FY2011, which is 2.4 percent higher than the statewide FY2011 turnover rate of 16.8 percent. There were 36 separations in FY2011 based on

an average annual employment of 187.25 full-time equivalent positions. Thirty six percent of these separations came from positions classified in the professional category. Forty seven percent of the agency separations were a direct result of the reduction in force mandated by the legislature. As part of the same reduction in force, 10.75 vacant positions were also eliminated.

Our training program is principally work-related, with a focus on increasing competence and performance in current positions. As funds are available, we also focus on building capacity in staff to handle new challenges, such as additional responsibilities, technological or legal requirements and prospective duties based on available career ladders.

The agency requires staff whose specialized training is underwritten to share new skills and information with peers and customers upon completion of the training. We also encourage staff to write articles for agency blogs and newsletters, speak at conferences and conduct follow-up training sessions in-house for others whose positions require similar skills.

Training and staff development needs are generally determined at the division level. Staff training needs vary among the programs, and financial resources have been reduced during the past several years; therefore, agency managers work with staff to set priorities for training. Division directors collaborate across programs to maximize limited training resources and opportunities. The Human Resources Office also conducts new employee training and periodic training for supervisors regarding agency policies and federal and state workplace laws.

Work time and cost reimbursements are available to agency staff attending professional development conferences and meetings, as resources allow. Professional development greatly benefits both customers and the agency. In order to fulfill our role as Educator, staff responsible for providing consulting and training to our customers must keep abreast of trends and issues, best practices and innovative technologies and service delivery approaches. Networking with colleagues in other state library agencies around the country is crucial to maintaining our role as Leader.

F. OUR CAPITAL ASSETS AND LIABILITIES

The agency owns real property in Austin and Liberty. We own four tracts of land totaling approximately 145 acres at an estimated value of more than \$2.2 million. We deliver services from two facilities in Austin, the Lorenzo de Zavala State Archives and Library Building at 1201 Brazos Street and the State Records Center (also including the Talking Book Program's distribution center) at 4400 Shoal Creek Blvd. and the Sam Houston Regional Library and Research Center in Liberty, which includes six historical structures.

We maintain the official archives for the State of Texas, U.S. documents and state agency publications collections, and commercially published library materials in a variety of formats. The Texas State Archives collection documents the history and workings of government in Texas from as early as 1737 to present day, and constitutes an irreplaceable asset for the people of Texas. It is a unique collection of official, historically significant government records, as well as private papers, maps, photographs and other priceless Texas treasures that comprise the essential evidence of Texas' history.

The government documents collection consists of more than 1.6 million federal government documents and some 265,000 state government publications. We have collected and maintained federal documents since 1895, when the U.S. and Texas governments agreed to exchange

government documents. In addition to the federal and state documents, our collection includes another 117,000 volumes in various formats.

The bulk of the archival records, over 41,000 cubic feet, are maintained in climate controlled storage at the Zavala building. However, due to lack of space, more than 24,000 cubic feet of archival records are stored in less than ideal conditions at the State Records Center. TSLAC received \$215,000 in its FY2012-2013 appropriation to address this situation in the short term. TSLAC and the Texas Facilities Commission investigated two options for using space in the State Records Center or the Talking Book Program at the Shoal Creek facility for archival storage; neither of these options was feasible. Staff will continue to identify additional options.

Several thousand cubic feet of state and local government records in our legal custody are currently stored throughout the state in 25 Regional Historical Resource Depositories (RHRD). These facilities, most in institutions of higher learning, entered into agreements with TSLAC in order to house and provide access to select state and local records in their regions. The State Archives does not have the resources to adequately provide oversight and assistance for this program. Additionally, there is no current comprehensive list of state and local government records held in these facilities, hindering public access and governmental accountability for these assets. Furthermore, in recent years some facilities have ceased to accept additional records or, in two instances, have withdrawn from the program altogether, causing the records they held to be transferred to TSLAC's facilities in Austin.

The State Archives collections include iconic items such as William Barret Travis's "Victory or Death" letter from the Alamo, original handwritten and printed broadside copies of the Texas Declaration of Independence, and the Meusebach treaty with the Comanche. The collection also includes one-of-a-kind items such as Republic and Civil War era battle flags and original oil paintings. In 2002, the value of these artifacts was estimated at more than \$2.7 million. TSLAC has no documentation on the current market value of these items or its other irreplaceable collections which include the more than 65,400 cubic feet of Texas archival documents (the equivalent of approximately 8,200 five-drawer, letter-size standard file cabinets) managed by the commission. While these materials are an invaluable asset to the state, they are currently not insured against loss or damage. Along with the State Preservation Board and the State History Museum, we are working with the State Office of Risk Management to investigate and secure appropriate and affordable insurance coverage for our collections. Excluding government documents, our physical library collection has a current value of almost \$3.6 million.

The Sam Houston Regional Library and Research Center in Liberty is the official Regional Historical Resource Depository for 10 counties in Southeast Texas. It was constructed during 1976-77 on 127 acres given to the agency by former Gov. Price Daniel, Sr. and his wife, Jean. In its museum, the center features exhibits on a variety of Southeast Texas topics. The artifact collection maintained at the Sam Houston Center is valued at more than \$1 million. In 2010, the center expanded its storage capacity by 4,000 cubic feet with the addition of compact movable shelving, at a cost of more than \$253,000. However, the center still lacks adequate storage for its collection of large artifacts and oversized maps and architectural drawings.

The complex includes the Jean and Price Daniel House, patterned after the original 1856 plans for the Texas Governor's Mansion and displaying mementos of the public life of Gov. and Mrs. Daniel, and the following three historical structures, which are furnished with period furniture and artifacts and are open for tours:

- The Gillard-Duncan House, built in 1848, showcasing furnishings of five generations, including an early Texas schoolroom
- The Norman House, circa 1883, depicting successive periods of occupancy by three families that owned the home
- The 1898 St. Stephen's Episcopal Church, which was renovated for use as an orientation and meeting room

The buildings were moved to the site beginning in the 1980s and have since undergone restoration and renovation. This work was funded and supervised by the Atascosito Historical Society. In 2009, the commission accepted the Hull Rotary Club building and funding to move, restore and maintain the building in perpetuity on the grounds of the Sam Houston Center. In addition, the commission owns the Cleveland-Partlow house and 1.4 acres of land located in downtown Liberty. The house, completed in 1860 and now undergoing restoration, is managed and maintained by the Libertad Chapter of the Daughters of the American Revolution by contractual agreement between the agency and the DAR chapter.

Although TSLAC bears no direct financial obligation for these structures, they do pose risk of liability for the agency given that there is no insurance on the structures that would cover injury to visitors or provide funds to deal with damage or removal in the event of destruction. We also lack adequate security systems to protect the artifacts and collections maintained in the buildings.

The State Records Center at 4400 Shoal Creek Blvd. sits on slightly more than 16 acres, and jointly houses Records Center Services and the Talking Book Program circulation department. The State Records Center can store up to 390,000 cubic feet of state agency and local government hard-copy records. Two microfilm storage vaults provide additional storage capacity equivalent to 330,000 rolls of 16mm microfilm.

The State and Local Records Management Division produces, stores and maintains about 35,000 microfilm reels containing census records, tax records and Texas newspapers, with an estimated replacement cost of almost \$1 million. The Talking Book Program maintains a collection of books and magazines in various media, including digital flash memory, analog tape cassette, large print and Braille. The program also lends machines for the National Library Service, which provides specialized playback equipment and adaptive technology devices for patrons with visual, physical or learning disabilities. The program's collections of reading materials and equipment are valued at \$20.5 million.

In addition to our physical facilities, since 2007, the Texas State Library and Archives Commission, in partnership with Archive-It, has maintained Web Archive. It has crawled and preserved more than 45 million documents, requiring almost 3.5 million GB of storage. However, providing reliable electronic information services through the Internet requires continual capital investment in computer and telecommunications equipment.

G. OUR USE OF HISTORICALLY UNDERUTILIZED BUSINESSES

The commission strives to purchase goods and services from historically underutilized businesses (HUBs). This is especially evident in the commodities category where 21% is the statewide HUB goal. In FY2011, the commission surpassed that goal with 26% of our commodity purchases coming from HUBs.

Reaching the HUB goal of 24.6% in services is much more difficult due to the specialty services we procure that do not have HUB vendors available. Specialty services include the TexShare databases, interlibrary loan services, and courier services the commission procures on behalf of the state. These specialty services make up 80% of our total expenditures. Excluding these specialty services would exceed our HUB goal of 24.6% in FY2011.

The commission remains committed to doing business with HUB vendors whenever possible. We participate in forums and expos whenever possible in order for HUBs to become more familiar with our procurement needs.

H. KEY EVENTS, AREAS OF CHANGE AND THEIR IMPACT

KEY MANAGEMENT STAFF

Two of the eight members of our administrative management team are return-to-work retirees and three more will be eligible to retire within the next four years. Agency-wide, nine staff members are return-to-work retirees and 44 additional staff may be eligible to retire within the next five years. Many of these are in key professional positions. The challenge for our agency will be to employ effective methods of knowledge transfer that will preserve much of the wealth of experience that employees of long standing possess. This may include mentoring, job shadowing, cross training and other methods of ensuring that we do not suffer from "brain drain" when retirements occur.

TEXSHARE, ELECTRONIC RESOURCES, AND SCHOOL LIBRARIES

In response to the public school library community's statewide need for affordable electronic resources, the 79th Legislature passed SB483, allowing public school libraries to participate in group purchasing agreements of the TexShare consortium. In order to assure that all K-12 students in public schools throughout the state could access these electronic resources, the 80th Legislature provided funding for the database program through Rider 88 to the Texas Education Agency's (TEA) budget; the 81st Legislature continued that funding through Rider 78. However, the 82nd Legislature eliminated this funding. Starting with SFY2012, school districts must buy online resources for their students with local funds only; some districts are able to do so and other districts are not able to purchase such resources. Due to the fragmentation in the school library electronic resources market, we are no longer able to negotiate a statewide package for libraries at a significant savings.

The 80th Legislature also tasked TSLAC and TEA with a study to identify the needs of Texas public school libraries and determine the governmental agency (TSLAC and/or TEA) best suited to address those needs. This study indicated that public school libraries, as integral parts of the teaching and learning process, need to have TEA's oversight, although, school librarians have found that TSLAC's implementation of selected services to be timely and responsive. A continuing lack of funding and clear legislative mandates for responsibility has left school libraries without an agency to effectively develop collaborative, statewide services for this vital support for the state's school children.

TEXAS HERITAGE ONLINE (THO)

In response to Sunset Commission recommendations and in recognition of the need to centrally coordinate digitization of valuable cultural heritage resources held by the state's libraries, archives,

museums and other institutions, TSLAC assumed administrative responsibility for the Texas Heritage Online (THO) service. Originally hosted at TSLAC, this service offers unified online access to cultural heritage resources held by Texas institutions. Originally designed to promote collaboration among Texas institutions by establishing common standards, sharing best practices, facilitating cooperative funding and providing training opportunities, budget cuts resulting from the 82nd legislative session have forced us to discontinue all aspects of the program except maintenance of the THO search engine. The technology for that engine is now hosted at the University of North Texas (UNT).

TSLAC has concluded successfully a \$536,000 grant from the Institute for Museum and Library Services to train librarians, archivists and museum professionals in digitization and metadata creation. Grant activities have provided librarians with skills to improve access to rare and unique materials held by cultural heritage institutions and increase the number of sustainable partnerships vital to the ongoing development of digital projects across the state. As a result of this grant-funded project, almost 10,000 new digital items are now included in THO (added prior to the move of the server to UNT) and were used over 200,000 times by the end of grant funding.

INTERLIBRARY LOAN

The TexNet Interlibrary Loan Program is undergoing a massive change in response to recommendations from a 2007 study of this statewide resource sharing program. We are implementing a new program to make the collections of Texas libraries visible to state citizens to an extent never before attempted. The new program also uses current technologies, allowing library users direct access to request materials and quicker receipt of needed resources and other materials. The new interlibrary loan program began its pilot phase in January 2010 and is now being implemented statewide. As of March 2012, 232 libraries are live with the new interlibrary loan program and 154 are in the implementation process. The new program will be fully implemented by the end of SFY2013.

TECHNOLOGY PROGRAMS

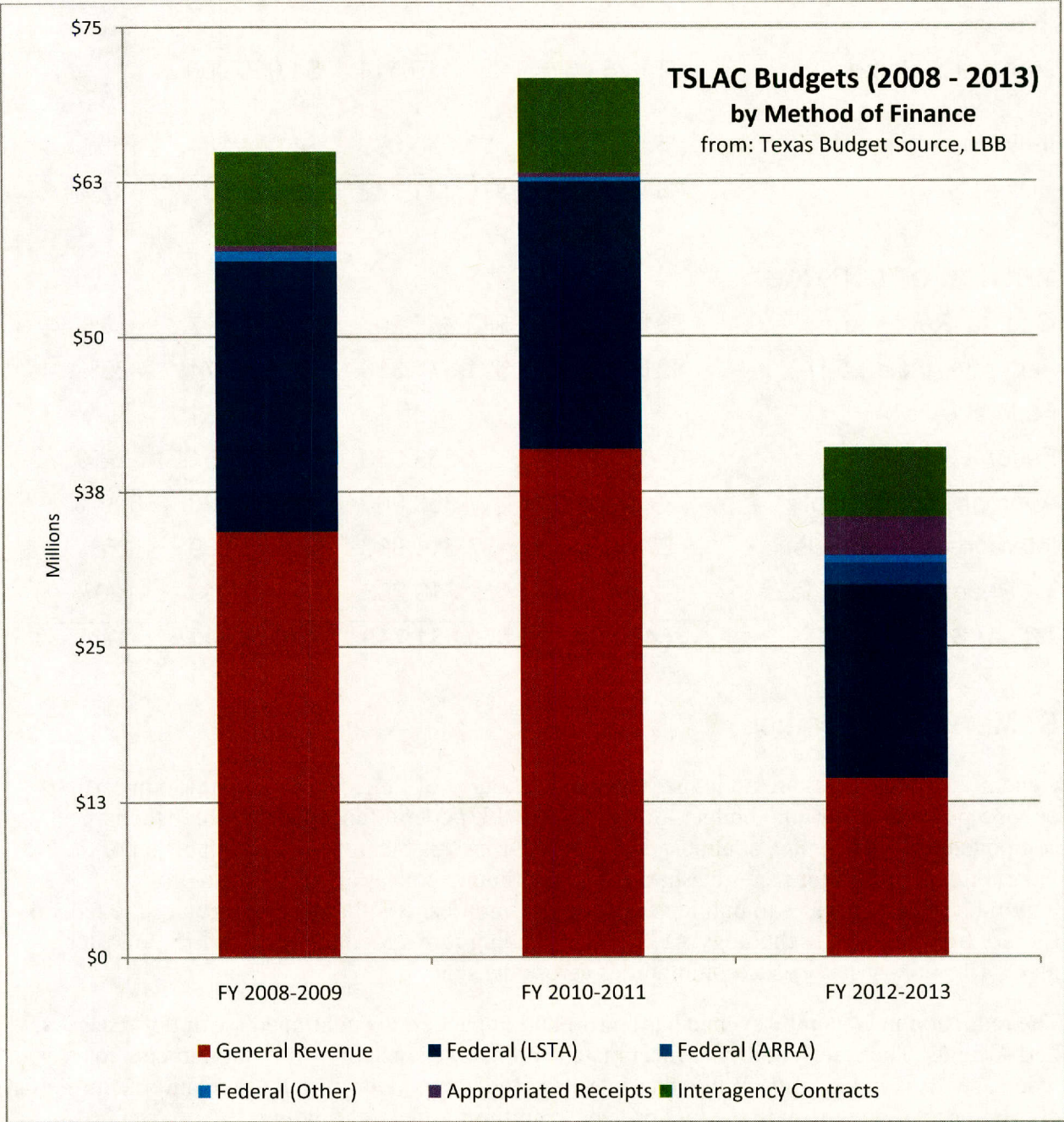
The Universal Service Fund (commonly called E-Rate) under the Federal Communications Commission requires that we approve technology plans for public libraries applying for E-Rate discounts for internal connection services. The approval process requires staff time and resources for training local librarians, providing technical assistance and reviewing plans. In FY2011, \$2,498,702.62 was committed to Texas libraries for E-rate reimbursements. Client groups reap benefits from other technology programs, such as grants from the Bill & Melinda Gates Foundation, but usually not without extensive participation from agency staff.

When the 79th Texas Legislature passed HB1516, the Texas State Library and Archives Commission became the first of 27 state agencies to receive technology services through a consolidated data center. While the goal of consolidation is to improve cost efficiency for the state as an enterprise, TSLAC has experienced instability in its applications, lack of consistency in responses to problems and an inability to accurately predict costs. The overall dissatisfaction of the state agencies with the vendor team's service delivery efforts has resulted in a new contract being awarded to another vendor team. The new vendors will assume responsibility for the state data center operation in July 2012.

FISCAL ASPECTS

A. SIZE OF OUR BUDGET (TRENDS IN APPROPRIATIONS)

BIENNIAL BUDGETS FY 2008-FY 2013



STRATEGY	FY 08-09	FY 10-11	FY 12-13	FY 08-13
	Budget	Budget	Budget	PERCENT Increase/Decrease
Library Resource Sharing	\$24,461,102	\$24,594,393	\$14,534,904	-41%
Aid to Local Libraries	\$25,768,369	\$29,684,263	\$9,720,097	-62%
Disabled Services	\$3,628,987	\$4,045,000	\$4,021,537	11%
Provide Access to Info/Archives	\$2,917,425	\$3,011,600	\$3,976,068	36%
Manage State/Local Records	\$4,253,646	\$4,419,514	\$4,655,000	9%
Indirect (Admin & IRT)	\$3,896,918	\$5,076,979	\$4,084,284	5%
TOTALS	\$64,926,447	\$70,831,749	\$40,991,890	-37%

METHOD OF FINANCE

General Revenue	\$34,283,947	\$40,935,207	\$14,367,207	-58%
Federal Funds (LSTA)	\$21,835,852	\$21,571,350	\$15,596,374	-29%
Federal (ARRA)	\$0	\$0	\$1,757,681	N/A
Federal (Other)	\$806,750	\$353,043	\$628,351	-22%
Appropriated Receipts	\$435,000	\$350,000	\$3,084,888	609%
Interagency Contracts	\$7,545,898	\$7,611,886	\$5,557,389	-26%
TX Reads License Plate	\$19,000	\$10,263	\$0	-100%
TOTALS	\$64,926,447	\$70,831,749	\$40,991,890	-37%

B. METHOD OF FINANCE

General Revenue funds are no longer the primary source of funds for our agency, comprising only 35 percent of our total budget for FY 2012-2013. Federal funds have become the largest component of our revenue, at almost 44 percent during this biennium. A large portion of the federal funds is used for resource sharing and continuing education activities to provide important library services to public and academic libraries. Another large portion of the federal Library Services and Technology Act (LSTA) funding is awarded to local libraries to foster innovative library services to communities across the state.

The reduction in General Revenue has a profound impact on the continued receipt of federal LSTA funds. The state's ability to meet match and maintenance of effort requirements for federal funds is in jeopardy. While the state will request a waiver from these requirements, denial of this appeal could result in the loss of over \$5 million of federal funding.

Another large part of our budget comes from Appropriated Receipts and Interagency Contracts. These reflect the fees generated by the State and Local Records Management Division, as well as the increase in fees for libraries for the TexShare digital content.

C. PER CAPITA AND OTHER STATES' COMPARISONS

Until FY2012, the state contributed a small share to the funding of public libraries. In FY2009, Texas contributed 23 cents per capita for state aid to public libraries, while the national average for state contributions was \$2.32 per capita, ranking Texas 39th among the states reporting. In the FY2011 legislative session, state aid to public libraries was eliminated. In FY2009, local funding for public libraries in Texas was about 99 percent of the total funding, while state and federal funds made up the remaining one percent of funding for public libraries. In FY2009, Texas ranked 48th of 50 states and the District of Columbia on total per capita operating expenditures for public libraries.

Based on FY2008 funding and 2008 state population estimates, the Talking Book Program for Texans with disabilities again ranks at the bottom in per capita spending out of the 10 most populous states with similar programs. Texas ranks second both in overall population and in population eligible for talking book services. After a brief improvement in per capita spending per eligible client (\$8.01 in FY2006 reporting), Texas has slipped back to only \$6.62 in spending in FY2008 reporting (latest national data available). While all of the populous states show a decrease in per capita spending, Texas still lags behind states like Pennsylvania (\$16.70 per capita) and Illinois (\$16.67 per capita). As to the four states that surround Texas, Oklahoma is still spending significantly at \$35.79 per eligible client; Arkansas spends \$17.53; and New Mexico spends \$10.76. (Data for Louisiana are not available.) Even Mississippi, generally regarded as one of the worst states for per capita outlay, has held steady at \$8.96 per eligible talking book client.

D. BUDGETARY LIMITATIONS (APPROPRIATION RIDERS)

Our TexShare database program is funded, in large part, through collection of fees from participating member libraries. To ensure adequate cash flow from fee collection to payment for services, we must be able to apply monies collected at the close of one fiscal year to payments due the next fiscal year.

Current Rider No. 6 (H.B. 1, 82nd Legislature, 2011), should be reauthorized to read:

Appropriation of Receipts and Unexpended Balances of TexShare Membership Fees and Reimbursements. The Library and Archives Commission is hereby authorized to collect fees from the members of the TexShare Library Resource Sharing consortium (estimated to be \$1,209,260 each fiscal year in Appropriated Receipts and \$790,740 each fiscal year in Interagency Contracts and included above in Strategy A.1.1, Library Resource Sharing Services) from revenue generated during the biennium beginning September 1, 2013, as authorized by Government Code § 441.224 for costs associated with the TexShare program.

Any unexpended balances as of August 31, 2013 (estimated to be \$0), in amounts collected from TexShare members for TexShare services or programs are hereby appropriated for the

same purpose for the biennium beginning September 1, 2013. Any unexpended balances as of August 31, 2015, are hereby appropriated for the same purpose for the fiscal year beginning September 1, 2015.

The legislature assigned the TexShare database budget to the agency's capital budget for the biennium beginning Sept. 1, 2002. Expenditures for TexShare databases provide licensed access to information, but do not result in ownership of items as normally associated with capital purchases. Prior to Sept. 1, 2002, the budget for this service was not considered part of our capital budget. This portion of the Library Resource Sharing appropriation (Strategy A.1.1) needs to be reassigned to the general budget in order to properly reflect the nature of these purchases.

E. DEGREE TO WHICH OUR BUDGET MEETS CURRENT AND FUTURE NEEDS AND EXPECTATIONS

Current budget and staffing levels are insufficient to meet the increasing information needs of our customers – state agencies and officials, local governments and researchers, including legislators, historians, authors, university students, genealogists and the public.

Adequate funding and staffing are needed to acquire, appraise, prepare for research and properly house state government records and other materials in the Texas State Archives. The Archives and Information Services Division needs more archivists to review and process our rapidly growing backlog of unprocessed state agency records and make them available for use. Archival staff needs special training in the management of electronic records as we plan an electronic records program to house archival records for state agencies. Our current budget also does not enable us to meet customer-expressed needs for increased access to digital copies of original archival and library resources.

The State and Local Records Management Division needs more funding in order to serve our customers by improving and streamlining work through the use of technology (connectivity, software, programming and hardware) to replace labor-intensive manual, paper-based face-to-face systems for records retention scheduling, online help, training and updates to our administrative rules. Our customers are state agencies, state universities and all local governments in Texas that store records in the State Records Center and who are required to follow the State Records Laws or the Local Government Records Act.

The introduction of new digital services has reawakened interest in the Talking Book Program, and decline in patron enrollments has slowed. The number enrolling continues to be a small percentage of the eligible population, and the eligible population continues to increase, especially with an aging population and the prevalence of diseases such as diabetes that can negatively impact sight. The program still faces difficulties in reaching many potential patrons because funding and staffing levels are not keeping pace with the increase in the eligible population. Public awareness activities have taken Talking Book Program staff into different areas of the state, but limited staffing and funding hamper staff efforts to reach large areas, particularly rural areas where services may be most needed because libraries and bookstores are not available.

We face challenges in adequately compensating staff and providing special compensation incentives for high achievement. According to the most recent Survey of Employee Engagement,

staff continue to rate the construct of Pay as the lowest of the 14 constructs in the survey. This low score reflects staff perceptions that our agency does not compare favorably to other organizations in the area of compensation. Staff perceptions of fair pay influence their feelings of satisfaction or discontent.

As we identify newer technologies to preserve documents and information and make them available to the public, our budget available for support of these technologies is inadequate. It is critical to achieve and maintain a high level of customer service, and failure to use these technologies proactively and effectively jeopardizes the fulfillment of our mission. Our ability to support the new technologies depends on our internal information resources and telecommunications capabilities, as well as our physical facility. This infrastructure must be maintained and enhanced to keep pace with the emergence of web and imaging technologies that enhance document storage and preservation and information access.

Training for technical staff is essential to prepare the agency for technical migrations and the integration of new technologies with existing services. The delivery of web-based information services places a strain on existing funding and requires staff with higher-level technical skills than was needed previously. We allocate scarce resources to the process of building capacity in information technology staff and program administrators so that they can make effective use of new technologies. All of these activities have significant budgetary implications.

In this information-driven society, quick and speedy access to information is increasingly important. Our TexShare database program provides such access to Texas library users throughout the state. This service and its providers are challenged to keep up with the expressed needs of a growing constituency for up-to-date, reliable information under the current budget.

Other resource sharing systems that address the needs of Texans for ready access to informational materials are the statewide interlibrary loan (ILL) and TExpress courier delivery services. These services help to overcome geographic and economic challenges to delivering informational and recreational library resources to users. As technology has made discovery of resources easier, the demand for resource access has skyrocketed. Changes in ILL stem from the findings of a 2007 study of the TexNet system designed to identify best practices in interlibrary lending and how to incorporate those into our service in Texas. Rather than relying on a tedious referral system, each local library now will process its own interlibrary loan requests. Rather than depending on a few large libraries to lend books throughout the state, the lending burden will be distributed among all the state's libraries. Since the initial pilot phase began in January 2010, 232 libraries have implemented the new interlibrary loan program and 154 are in the implementation process. Through this overhaul of the interlibrary loan system, we hope to stretch our limited program funding while providing a higher level of service to library customers.

F. AGENCY BENCHMARKS

In FY2009, 6.84 percent of Texans were without public library service; in FY2010, this increased to 6.99 percent. The rapid population growth of the state, especially in areas currently unserved by an accredited public library, makes it difficult to make strides in reducing this percentage.

The outcome measure for Objective A.2, "percent of eligible population registered for Talking Book Program services," reflects the lack of state funding for library services and outreach to

potential patrons, when compared to other states. The most recent report of the number of individuals served by the National Library Service for the Blind and Physically Handicapped in the Library of Congress shows the percent of eligible population served in the 10 largest states.

PERCENT OF ELIGIBLE TALKING BOOK POPULATION SERVED

Florida	11.7%	Michigan	8.5%
Pennsylvania	10.7%	Illinois	8.1%
New York	10.5%	North Carolina	6.9%
California	8.9%	Georgia	6.4%
Ohio	8.9%	Texas	6.1%

Note: This table uses data from the Library of Congress National Library Service. It includes some duplication, which is not calculated in our outcome measures.

Outcome measure B.1 is "Percent of Customers Satisfied with State Library Reference and Information Services," with a projected goal of 95 percent. We have traditionally exceeded this goal for customer satisfaction.

SERVICE POPULATION DEMOGRAPHICS AND ECONOMIC VARIABLES

One of the Texas State Library and Archives Commission's primary user groups is the general public. In addition, the commission also provides services to libraries and librarians, to other state agencies and local governments, and to individuals with visual, physical, and learning disabilities that prevent them from reading standard print. Informational needs of these user groups vary widely. The agency balances direct service to its own customers with support for libraries and other entities across the state to help them better serve their customers.

Libraries, archives and records depositories represent the most widespread and authoritative means of providing the broadest spectrum of informational resources. Texas has 562 main public libraries, with 316 branch libraries, as well as 7,573 school libraries, 204 general academic libraries and countless specialized libraries, archives and depositories of records. This number includes more than 10,000 local government entities that rely on TSLAC for consulting services and training related to establishing and maintaining a high quality records management program. While each library, whether community or institution based, has its own unique mission, goals and objectives, it is the responsibility of the Texas State Library and Archives Commission to ensure that the entirety of library, archival, and records collections and services work together to meet the needs of all Texans.

A. SPECIFIC POPULATION TRENDS

Population growth and patterns of population increases have a major impact on the demand for library resources and for diversification in library services. Between the 2000 and 2010 censuses, the Texas population continued to increase rapidly, growing 20.6 percent, as compared with the overall U.S. population which increased 9.7 percent in the same time period. Texas continues to be the second most populous state after California, and the state's population is expected to continue to grow steadily, with a total projected population of 33.3 million by the year 2030. At the same time as the overall Texas population grew, nearly a third of Texas' 254 counties lost population. Counties losing population were mostly located in the western portion of the state, causing a population shift toward the more urban eastern portion of the state. Such shifts bring great pressure to diversify services to meet disparate needs. The shifting of the population and the growth of particular segments of the population will bring increasing pressures to bear on libraries. For example, an estimated 5.1 million Texans will be over the age of 65 in 2030. Libraries often have insufficient funds to meet specialized needs of aging populations for books, magazines and other materials in large print and audio formats.

In addition, approximately 9 million Texans will be under the age of 18 by 2030, and libraries will need to focus resources on meeting the special needs of these younger customers, particularly in the area of electronic resources. Meanwhile, the Hispanic population in Texas already is approaching 9.5 million in 2012 and is projected to grow to 17 million by 2030, or approximately 51% of the overall state population. Significant numbers of Hispanics speak and read in Spanish as their primary language, creating a high demand for books, magazines and other informational materials in Spanish. While Spanish is the most prominent alternate language in the state, other foreign language groups, particularly Asian language groups in the Houston

and Dallas areas, have a need for informational resources in those languages. Overall, Asian populations now make up approximately 4% of the overall state population. Libraries are a focal point in those communities where large groups of foreign speakers reside, and libraries will need to address community needs for English as a Second Language (ESL) courses, children's programming, and collections of books and magazines in a variety of languages. These diverse needs strain local budgets.

While the majority of our state's population is located in urban centers, a significant portion lives in rural areas, which poses its own unique set of library service needs. Of the state's 254 counties, 196 (77.2%) are designated as rural, with over 3 million Texans living in non-metropolitan areas. Many of the rural counties are very large, and the residents are concentrated in small enclaves; one county in West Texas has less than 100 people in a county with 673 square miles. Serving the informational needs of these residents is challenging. Libraries and bookstores are few and far between, Internet service is frequently less than optimal, and access to broadcast and newspaper services is limited.

B. IMPACT OF THE INTERNET AND OTHER ELECTRONIC INFORMATION RESOURCES

Access to broadband Internet connectivity and the services available through that connectivity are now widely seen as necessary to individual and community personal and economic growth. Job notices, employment applications, government services, educational resources, health information and services, and information to pursue personal goals is increasingly, if not solely, online. Access to the technology and having the skills to use it effectively is needed to flourish in the 21st century. The National Broadband Plan states, "Broadband is the great infrastructure challenge of the early 21st century." The plan points out that approximately 100 million Americans do not have broadband at home and efforts to boost adoption and utilization are needed. There are several reasons a person may not have broadband at home, including lack of knowledge of how online resources may be of benefit and lack of computer skills. The Plan calls on community institutions, including libraries, to assist in the effort to increase adoption and utilization. The Institute of Museum and Library Services, our federal agency, was specifically called on to help and is working with partner organizations to build a framework for digitally inclusive communities.

A Pew Internet and American Life Project presentation in February 2012 made the following points:

- We have had three revolutions - Internet/Broadband, Social Networking, Mobile Connectivity
- Today 98% of households earning over \$75,000/year are online, however, only 65% of households earning under \$30,000/year are online
- 65% of people have broadband at home
- 46% of adults have smart phones
- 19% of adults own tablet computers; 19% of adults own e-book readers

Lower income and those residing in rural areas are less likely to be online. Public libraries are commonly the only provider of free public Internet access in many communities, and as such are challenged to provide high-speed Internet access to the people they serve.

Other organizations, such as the Bill & Melinda Gates Foundation, are also concerned with the issue of public access computing. The Gates Foundation is funding a coalition of organizations to develop benchmarks for public access technology in public libraries. The Texas State Library is one of the partner organizations.

Information, books, and media are increasingly digital. Libraries are struggling to make the transition to serving their communities with these new formats, while also maintaining print materials and traditional services valued by communities such as preschool storytimes and summer reading programs. As more people use mobile devices to access the Internet and online information and services, libraries must accommodate the hand-held, instant information expectations of library users. The national initiative to develop a “Digital Public Library of America” is just one effort to develop a framework for libraries nationwide to work together to develop and deliver services responsive to 21st century needs.

All of these initiatives will work together to develop the capacity of local libraries and communities, and their citizens, to take advantage of this technology, and all of these efforts look to state library agencies to provide the leadership for these initiatives in their respective states.

The great diversity of the population of Texas generates an associated diversity in literacy levels and availability of technology. A recent Nielsen survey found that, while home access to the Internet is growing, many demographic groups are underrepresented. Internet access is correlated with education level and household income. Internet access is lowest in Hispanic and African-American households, as well as those where the head of household has not completed high school. (African Americans, however, are the most active users of the mobile Internet, a trend that is changing the digital divide with regards to that group.) Access is much lower in rural areas and in homes that receive only broadcast TV. When connected to the Internet, households with lower income levels are unlikely to have broadband access. The Internet has become an integral part of our lives, and Internet connectivity is important to success in a variety of activities, from student homework to retrieving health information to seeking employment. Public libraries are commonly the only provider of free public Internet access in many communities, and as stated previously are challenged to provide high-speed Internet access to the people they serve.

A 2010 Pew report, *Social Media & Mobile Internet Use Among Teens and Young Adults*, tracks patterns of general Internet and mobile Internet use by age. Pew research finds 93% of young adults age 18 – 29 are going online as compared to 74% of all adults. Young adults also comprise the demographic most likely to have broadband access at home (67%), to use social networking websites (72% of online 18 – 29 year olds compared with 47% of online adults) and to use wireless Internet (81% of young adults compared with 63% of all adult Internet users). Of the wide range of electronic “gadgets” widely available (smart phones, laptops, tablets, desktop computers, mp3 players, gaming devices, and ebook readers), the average adult (ages 30 – 64) owns three of them, and the average young adult owns four. While emailing, using social media and playing games are still a large part of what teens do online, significant numbers report that they go online to get news or information about current events, information about college or schools, health information, and information about jobs and careers. At the same time, young adults and teens are heavy library users. In fact, the 18 – 29 year-old age bracket is the heaviest user of libraries when faced with problems about health, jobs, school, etc. Thirty-eight percent of college students have borrowed items or searched for specific items through a library website,

compared to 20% of the total general public. Sixty-one percent have used library websites for general information searches, two times greater than the percentage of total respondents. And, these young library users anticipate their library usage will increase in the years ahead!

TALKING BOOK PROGRAM

The Talking Book Program (TBP) serves 5-7% of the eligible population of Texans who cannot read standard print because of a visual, physical, or reading disability. Over 300,000 Texans are estimated to be eligible for services, but reaching these potential patrons is very difficult. Many patrons served by TBP are homebound and isolated, elderly, poor, and do not have easy access to computers and the Internet or the skills to use advanced technology. Because the program is offering more digital services that are attractive to the more computer-literate user, about 18% of TBP's patrons have signed up for the Braille and Audio Reading Download (BARD) service which allows them to download books and magazines using home computers and flash drives. As more digital services become available, the program becomes more attractive to those eligible patrons who use computers, the Internet, and other technology that allows them to "plug into" the digital age. Only about 45% of surveyed patrons, however, own a computer, and only 50% have easy access to the Internet, making many patrons even more isolated from the general population and dependent on print and word-of-mouth sources for information. This has its effect on the program, especially in bringing new patrons into the program and then keeping them in the program. In order to recruit more patrons into using its services, the program continues to rely heavily on "service provider" groups, such as physicians, social workers, librarians, senior citizen service providers, etc., who come in contact with the program's potential patrons. Service providers can provide outlets for the printed information that the program distributes, make referrals to the program, act as certifiers for the applications, and often assist patrons in understanding how to use the equipment and recorded books. The Talking Book Program does engage in public outreach and education, but this important work is hampered by lack of staffing to travel around the state--particularly into rural areas--and resources to print and distribute literature.

LIBRARY DEVELOPMENT AND NETWORKING

The Library Resource Sharing strategy encourages and enables libraries to meet the diverse needs of their users through the sharing of expertise and resources. Through the Resource Sharing strategy, libraries share electronic resources, a structure for sharing physical resources, and collaborative solutions to technology challenges. The increasing demand of patrons for electronic delivery of resources and for delivery of information and leisure-time materials to their homes and hand-held devices requires staff to stay abreast of the latest technologies and to use these to develop services for information discovery and delivery that can be used by libraries statewide. Low levels of local library funding require that these services be provided at little or no cost to the libraries and their users. The diversity of the Texas population requires that these be fully accessible to physically challenged Texans and to non-English speakers.

The Aid to Local Libraries strategy focuses on assisting in the development of libraries through a variety of programs that leverage statewide coordination, including competitive grants for cooperative and innovative services, statewide continuing education and consulting, and special projects such as Plinkit (a content management-based open source program that helps local public libraries create effective public websites) and the summer reading program. Libraries

statewide face a wide range of challenges, from rural areas with small and decreasing populations, to urban areas with large and rapidly increasing populations, and increasing diversity in the people they serve in a variety of dimensions, including racial/ethnic diversity, literacy and educational attainment, and economic challenges. Changes in technology for delivering library services are a major issue for libraries today, and libraries look to agency staff for training, consulting, and leadership in programs to meet these challenges.

New ways of providing these support services and programs to libraries are opportunities to ensure all libraries and their communities statewide benefit and achieve cost-savings, but require resources that are increasingly difficult to extend due to significant budget cuts for this division.

STATE AND LOCAL RECORDS MANAGEMENT

The State Records Center is also an example of a collaborative solution. Use of this low cost, high-density storage facility enables state agencies and local governments to achieve almost \$102.2 million in cost avoidance. Approximately 10,000 state and local government offices currently use the services of our State and Local Records Management Division. Government information is an asset that requires careful management, and there is a constant demand for our records management consulting and training services. The increased use of new information technologies among government offices creates a greater demand for advanced and intensive consultations and training sessions. The Records Management Assistance Unit offers more specialized training on specific subjects via webinars, but content is still very basic. More advanced training is a challenge to develop and teach. With lack of funds in recent years for staff development, staff lacks the expertise and knowledge to be able to adequately teach more advanced topics. Staff workload and time is also a barrier. With only six analyst positions to provide consulting, schedule reviews, and training, it can be difficult to dedicate the amount of time necessary to develop advanced training classes. Demand for online access to specialized training and other services continues to increase.

ARCHIVES AND INFORMATION SERVICES

The Archives and Information Services Division (ARIS) provides access and reference assistance to a diverse population from a variety of specialized collections. The Texas State Archives is responsible for acquiring, appraising, organizing, and preserving permanently valuable government records which document the official history of Texas government. As a document depository for both federal and Texas state publications, government information is made readily available. Both the general reference and genealogy collections maintain an emphasis on Texas materials. Our collections are comprised of an extensive array of formats, including but not limited to, printed books and papers, CDs, DVDs, microforms, maps, photographs, and videos.

The Division uses the Internet extensively. Our web pages deliver content directly to the patron, including information about our resources, online exhibits, digital images of selected resources, and informational text concerning Texas history, government and other topics. The online catalog allows researchers to determine the titles held by our agency. In addition to the utilization of the ARIS pages, content and information are also provided through sources such as Texas Archives Records Online (TARO) and Flickr.

Patrons also use e-mail to submit their reference and research requests and frequently receive their responses through the same mechanism. We work to meet the public's growing demand and expectation for quick access to information in electronic format.

TECHNOLOGICAL DEVELOPMENTS

A. IMPACT OF TECHNOLOGY ON CURRENT OPERATIONS

Technology continues to change the world in which we live in very dramatic ways. This transformation poses major challenges to the Texas State Library and Archives Commission and the services we provide our customers. The transition to providing information and materials from analog to digital affects all divisions and the customers we serve. We are systematically taking steps to optimize our use of new technologies to serve our customers better.

ACCESS TO INFORMATION

We use web-based services to provide more information to more customers. We provide an increasing number of our documents on our website (www.tsl.state.tx.us), such as the Texas Public Library Statistics, Academic Library Statistics, and our summer reading programs (Texas Reading Club and Texas Teens Read) information and materials, the Public Library Advisory Board Handbook, and the Continuous Review, Evaluation and Weeding (CREW) manual. The number of electronic documents received by the Federal Documents Depository continues to increase, and the federal government is making an increasing number of documents available only in electronic format. We are also using and continuously investigating other online tools, such as blogs, SurveyGizmo, Ideascale, as well as social media to better engage our customers.

The Texas government continues to make more documents and resources available online. Several agencies use online access as the primary means of supplying publications to their customers, citing the practice as cost-saving and efficient. The Texas Records and Information Locator (TRAIL), (www.tsl.state.tx.us/trail), “harvests” agency websites twice each year and saves the online publications for long-term retrieval and preservation. Operational since FY2007, TRAIL, has crawled more than 45 million documents and requires almost 3.5 million gigabytes of storage. These documents may include, but are not limited to, web pages, documents representing a variety of software formats, images, and audio and video files. Copies of the harvested data are stored in multiple places to ensure recovery in case of an emergency or disaster in any one location. Harvested publications are accessible via full-text searching at the TRAIL search page. In addition to the archive of publications, TRAIL also provides a separate list of top-level Texas agencies (www.tsl.state.tx.us/apps/lrs/agencies) and links to their previously harvested websites. The listing of Texas agencies continues to rank as one of the most frequently visited pages on the TSLAC website.

Talking Book Program patrons may download more than 26,000 books and 50 magazines from the Braille and Audio Reading Download (BARD) site, which has been available from the National Library Service for the Blind and Physically Handicapped (NLS) since 2007. Patrons may also access and download more than 12,000 titles from Web Braille, a web-based offering from NLS. This service, introduced in 1999, provides electronic versions of Braille books and magazines produced by NLS, as well as Braille sheet music and other publications from the NLS music collections. Patrons may download these materials to their computers or personal Braille equipment. Downloaded materials can be printed in hard-copy Braille or accessed using specialized reading software. Web Braille is slated to move into the BARD database in 2012, which would allow TBP patrons to have a single database from which to download their reading materials.

TexShare's database service currently provides 49 databases to academic, public and clinical medicine libraries. The database service offers full-text articles from 15,382 journals, 205,140 primary source documents and more than 28,000 e-book titles. TexShare databases are available even in the most remote rural locations across Texas. This service overcomes distance barriers and works to level the educational playing field, so all Texans have access to the same resources. Consolidating buying power at the state level enables us to offer Texans more databases for less money. In FY2012, we were able to offer \$97 million worth of online database subscriptions at about one-fourteenth of that cost. For every dollar spent, Texas received a \$13.80 return on investment. The Library of Texas (LoT) service enhances this access by providing an interface where Texans can search TexShare databases and the online library catalogs of Texas libraries with a single lookup function. This year we added features to allow libraries to put LoT search boxes directly on their web pages, making it easier for Texans to locate and use LoT to find quality online information. Students, consumers and researchers rely on these services for current, accurate information on health, technology, business and a host of other topics.

In accordance with our mandate to provide leadership in collaborative efforts to supply Internet access to digitized cultural resources, we continue to digitize archival and library resources and host them on our website. By the end of FY2011, we had more than 604,100 digital images of original archival documents available online to researchers from TSLAC alone. Online exhibits showcase some of the most significant documents from our collections of Texas history and provide historical background and interpretive information. Our goal is to develop at least one new exhibit every 15-18 months, as well as add images of original documents and build the existing searchable databases of the archival state records collections, thereby enabling thousands of teachers, school children and others to easily find information. Efforts to add significantly greater numbers of images continue to be hampered by higher-than-anticipated costs of providing server storage for and access to those images, which now reside on servers maintained at the consolidated data center. We have scanned thousands of archival documents for preservation purposes and to increase access to some of our more visual holdings, but we are limited by server space as to how much we can add to our website. In order to conserve space we now only put up low resolution images for the public view. The server space we have budgeted for cannot accommodate our tiff files (scanning master file) so we are reduced to housing those on several terabyte drives attached to archival staff computers, with backup drives housed offsite at the State Records Center.

We also organize information by making an electronic catalog of many of our holdings available via the Library Catalog of Texas State Agencies (www.tsl.state.tx.us/catalog). The catalog allows the public to identify resources and in many cases provides immediate access to those available electronically.

We work to continuously improve the search capabilities of our most in-demand online archival and reference materials. We use online registration for agency training events for librarians and government staff. We now make most of our grant forms available on the web and continue to work toward having all forms available for submission online.

Our increased use of the web to deliver services continues to raise security, maintenance and training issues agency-wide. The rapid pace of technological change requires software upgrades and patches for security and functionality. Our Information Resources Technologies staff stays abreast of trends in security, as new software and services create new possibilities for abuse of

the systems. In addition, we coordinate with the technical staff at the consolidated data center to schedule network architecture upgrades and replace obsolete equipment to take better advantage of computer and telecommunications technology to deliver our services.

We comply with all legislative initiatives for organizing, securing and enhancing state agency websites and for improving customer services.

EFFICIENCY OF OUR OPERATION

We use technology to streamline and automate many of our services, saving both time and money for the agency and our patrons.

Enormous amounts of library and historical resources are available via our website, including online catalogs, manuals, newsletters, databases, indexes, answers to frequently asked questions and digital images of original archival materials. There has been a corresponding expansion in the amount of similar information resources being made available on other state and federal websites. With the passage of HB 423 (79th Legislature), state agencies' subscription publications must be available via agency websites. Consequently, growing numbers of researchers are able to obtain desired information from our website and other websites without ever having to consult with a member of our staff. Even when contacted directly by researchers, it is now frequently more efficient, effective and timely for our staff to provide those customers, particularly those seeking assistance via e-mail, with the locations of websites and pages that contain online textual, graphical or database resources providing the exact information being requested.

We continue to significantly increase the range of services and resources that we provide our customers. We, like so many other libraries, have become a 24-hour-a-day access point to information, allowing users to obtain services and resources on *their* terms. In this way, we are using Internet technology to empower our users and accomplish more of our goals.

The automation of services has also created easier reporting procedures for local governments, other constituent groups and our staff. Public librarians complete and submit their annual reports via the web. Librarians find the process easier and quicker, and automation decreases mathematical errors. Librarians are also able to access grant applications, guidelines and forms, and complete reports for our agency grant programs online.

We use technology to efficiently automate and manage many of our functions, streamlining agency procedures. For many years, the Talking Book Program staff has used an in-house automated bibliographic, inventory and circulation system to track the status and location of materials, as well as archive patron account information. This system has been highly regarded by many within the NLS network and considered a model for development of talking book automated operations. Its randomized shelving system, an automated means of material storage and retrieval, allows for the rapid turnaround and movement of materials with a minimum of staffing. With the distribution of new digital materials beginning in 2009, NLS staff has recommended randomized shelving to the rest of its network as the best practice for handling new digital materials. The system, however, is over 20 years old, and maintaining adequate technical support for it is difficult. Recent upgrades of the server and the database management system have stabilized the system and will allow it to operate adequately for a few more years. We are researching other options, including actively participating in the nascent development of

an open-source system in collaboration with other states.

Our accounting office uses rather rudimentary automation technology to accomplish its daily tasks. Files such as voucher and deposit logs, charts of accounts and electronic copies of reports and documentation are shared across the network. Our accounting staff has access to purchasing files, enabling the electronic creation of purchase vouchers from purchase orders and eliminating duplicate data entry. We scan order and voucher documents and store them on the network. This has eliminated the need to provide photocopies to program divisions for budget tracking purposes.

Our accounting staff enters all budgetary, expenditure, encumbrance and revenue transactions online directly into the Uniform Statewide Accounting System (USAS). As such, we are considered an "internal" agency of the system for reporting and monitoring purposes. USAS is our system of record. Each morning, the previous day's transactions and the daily reports from USAS are copied from the Comptroller's system and imported into the Ad Hoc Reporting System (AHRS) database, our internal accounting database. The AHRS database is used by division directors and accounting staff to extract financial information at the detailed transaction level. Our link to the Comptroller's office is vital. Our technical staff works with the technical staff at the Comptroller's office to ensure a secure channel for this information exchange.

Three times a week, revenue deposits are hand-delivered to the state Treasury. Simultaneously, entries are made into USAS for the electronic distribution of that revenue to the appropriate places. Our federal grant payments are dependent upon wire transfers from the federal distribution center in Washington, D.C., to the state Treasury, which then notifies our accounting staff, via e-mail, of the arrival of federal grant funds.

Our accounting personnel use Internet access to meet legislative reporting requirements by completing online reports for the Legislative Budget Board and the Comptroller's office. Access to the text of state and federal legislation impacting the agency is available via the Internet. Many state agencies, especially the Comptroller's office, distribute information on policy changes and procedures electronically on their websites rather than sending hard copies to all agencies. Generally, staff receives e-mail notification of new procedures, publications or agency reporting requirements. The Comptroller has also made web training available to meet the requirements of using USAS.

The agency's business records are among its most important information resources, essential to its operations and services to the public, and are increasingly created and maintained in electronic formats. The records and information management program endeavors to manage that information in a timely, accurate and cost-effective manner and in compliance with state and federal statutes. The agency uses technology to enhance its services, and the records management program plans to integrate management of the agency's business processes, documents files and records through automation to improve the flow of information in the organization. Efforts will be made to identify those processes that can be standardized, automated or combined to build continuity within the agency. Training programs and information will be developed for staff that will empower them to continuously improve the way they create, index, handle, store and maintain information.

In spite of these uses of technology to control and streamline our business processes, we are not where we need to be. Without more robust internal systems, we are basically shuffling electronic

files instead of paper. Our commissioners are asking for basic fiscal reports that we are not able to provide without an internal accounting system. While we have continued to investigate these types of systems, we have lacked the resources to purchase such a system. In addition, the Comptroller has begun developing an enterprise-wide system for state agencies; this has been referred to variously as ERP, Project ONE, and CAPPs (Centralized Accounting and Payroll/Personnel System). While this appears to be a strong potential solution, it could be six to 10 years before we might be allowed to buy into the system. Further, the current costs of the system may prohibit our participation. Nevertheless, we will continue to monitor this initiative.

NEW SERVICES

Technological advances within TSLAC create new opportunities for services that benefit Texans, state and local governments and Texas libraries and librarians. The access to services through our website, as well as e-mail access to our divisions, is a tremendous benefit to our customers. Over the past year, key staff evaluated content management systems and selected Drupal as the new platform for a greatly enhanced web presence. In addition, we have made improvements to our Intranet site for staff, including adding an interactive news/comment feature.

As more of our customers use electronic mail and the Internet, the number of requests for information and consulting services grows. Both the Library Development and Networking and State and Local Records Management Divisions' web-based registration for workshops has been warmly received by customers. In FY2012, we updated the web registration application to improve its user interface and confirmation process. Customers receive instant updates on training, services and developments through our blogs, *Library Developments* and *The Texas Record*, *TSLAC Conservation*, *TexZine* and our *TEAL* blog, *Technology, Expertise, Access and Learning* and through social media such as Facebook and Twitter.

As Internet and electronic services become even more prominent in the library community, the need for robust technology training also grows. Our Continuing Education and Consulting (CE/C) Department provides training for Texas librarians in the use of library technology, including new trends, TexShare database resources, broadband and E-rate, and online resources. This department includes two staff members well versed in various aspects of technology. One consultant helps librarians in the areas of telecommunications, library technology, and web-based services. The second consultant specifically deals with various distance-learning opportunities and technologies.

CE/C coordinates the acquisition, management and deployment of distance-learning technology for the agency, including our two key technologies: Moodle (an online course management system) and GoToWebinar (a webinar management system). Distance learning has become a very popular and effective method of providing a wide range of training statewide. From full, interactive courses to shorter webinars, produced both in-house and with contracted experts, library staff have a much more complete array of continuing education available to them when and where it is most convenient to learn.

Using the Moodle learning management system, we continue to offer a virtual learning environment where library staff seeking training and continuing education may benefit from self-paced and instructor-led online opportunities. Moodle enables online access to these opportunities for librarians who are either unable or limited in their ability to travel for in-person training. We currently offer nearly 70 online courses – the majority of them self-paced and

continuously available -- on such topics as collection development, finance, marketing, public relations, technology and library services. Recent course highlights include our "Quest for E-rate" self-paced online course, which provides user-friendly training for libraries on the E-rate telecommunications discount program, a program that saves libraries an average of 75% on their telecommunications costs but which is regarded as having a complex application process. Other course highlights include "A Dozen Ways to TexShare," a self-paced online course which focuses on the different databases and features of the TexShare Database program, and "A Dozen Ways to Two-Step," a self-paced online course which covers basic Web 2.0 technology and tools that all library staff should know.

Similarly, using the GoToWebinar web conferencing software, we are able to offer live online training opportunities that do not require travel or additional funds. Texas library staff benefit from the expertise of in-house staff and contract presenters, and are able to participate in online webinars with minimal technical requirements -- all that is needed is an Internet-ready computer with either a headset or telephone for the audio component. Additionally, nearly all live webinars are recorded and made available online, along with related instructional material, for those who are unable to attend the live event. When appropriate, archived webinars are then converted into an online course format and made available through our Moodle learning management system. Some of our most popular webinars include our "Tech Tools with Tine" series, a series that covers one technology-related tool of importance to librarians in one hour. To date, we've offered 19 "Tech Tools" webinars. Other popular webinars include a four-part series on services to seniors with noted expert Allan Kleiman and a four-part series on "Building Texas Latino Communities through Technology." In FY11 we offered 32 webinars that were attended in person by 4,040 participants. As of February 2012, we have offered 30 webinars that have been attended in person by 2,339 participants.

Moodle courses also enable state and local governments to receive self-paced training in various aspects of records management compliance and best practices. Currently seven courses are available for state and local government records managers: "Control Schedule Basics," "State Records Retention Basics," "Emergency Preparedness," "Improving Filing Systems," "Archival Records Basics," "Managing Electronic Records," and "Forms Management." We will continue to add courses regularly to expand services.

Beginning in FY2011, the State and Local Records Management Division began offering webinar training to state agencies and local governments using GoToWebinar software. We offer 30-60 minute webinars on a variety of topics, including email management, essential records, digital imaging, records storage, preservation, and disposition. Webinars are offered live to attendees and are recorded for on-demand access on our website. At the end of each webinar, attendees are asked to complete a survey to help us determine future webinar topics.

All grants funded through the Library Services and Technology Act now use the Grants Management System (GMS), a web-based application and financial request/reporting system.

Many public libraries do not have websites, or have very limited, static ones. To help public libraries develop a web presence and the capability of offering online service, we joined the Public Library Internet Kit (Plinkit) Consortium. This consortium of six states has developed and distributed a library content management system called Plinkit that allows local libraries to easily develop a robust website. We host the website and provide training and support to library staff to

implement this service. More than 200 Texas libraries now use Plinkit to support their websites.

OUR PARTNERSHIPS

The Texas State Library and Archives Commission collaborates with other entities to strengthen our technology-based services and assist other state agencies.

We established a partnership with the University of North Texas (UNT) Libraries, an institution that has exhibited a strong and enduring commitment to providing access to and preservation of government information, to support TRAIL. The collaboration originally was established to ensure that duplicate copies of electronic publications harvested from Texas agencies were stored in multiple locations as a disaster recovery measure, and continues to fulfill this role. In 2009, the partners agreed to expand their cooperative efforts to increase their use of UNT professionals' expertise as we deal with forward migration of legacy file storage formats, development of better search tools and interfaces, identification of resources for inclusion in government information collections and establishing access to "deep-web" (database-contained) data.

The Archives and Information Services Division is exploring a new collaboration with the Texas General Land Office, exchanging conservation work on GLO maps and documents for digital scanning of our oversized materials, such as Confederate muster rolls. Currently, we pay the GLO to scan oversized materials and the GLO pays out-of-state vendors for conservation treatments. This collaboration will provide necessary services to both agencies and keep state monies in Texas.

We are also participating as a founding member in the Texas Archival Resources Online (TARO) Project. The project has established an online repository of archival resources for use by researchers throughout the world. The initial content of the repository is a database consisting of collection descriptions, or "finding aids," that member archives and libraries create to assist users in locating information in their holdings. The archival community has developed a standard method of creating online finding aids and archives; special collections and museums around the world are adopting this standard. This database is maintained on a server at The University of Texas at Austin campus. The Texas State Archives is the second leading contributor to TARO, having placed more than 700 finding aids in this online repository. Thirty-five other archival institutions are participating in the TARO project.

Because of budget cuts and reduced staffing levels, we leverage partnerships with the University of North Texas (UNT) and the Houston Area Library Automated Network (HALAN). UNT is hosting and maintaining the Texas Heritage Online search tool, which allows researchers to find digitized special collections in Texas libraries and museums. HALAN is administering the Library of Texas (LoT) search tool, which allows people to find multiple electronic resources in a single, simple search.

The State Law Library and the Texas Commission on Environmental Quality library add their collections to our web-based catalog. These two libraries also use other modules in our automation system, such as circulation, serials control, and cataloging. Our limited staffing precludes extending these services to additional agencies.

The 79th Texas Legislature passed HB1516, which mandated the consolidation of data centers

across state agencies. In 2007, the TSLAC became the first state agency to have its servers moved into the consolidated data center. The consolidation has reduced the number of technical staff at the library and has resulted in a new relationship with the Department of Information Resources and with the vendor team that manages the new data center. HB1516 is significantly altering the way the library receives technology services. During the first five years of the data center contract, the vendor staff was not able to adequately support state agency resources at the consolidated state data center. In 2011 another vendor was awarded the contract and will assume this responsibility on July 1, 2012. We are working to build a productive partnership with DIR and the data center vendor for these services and to use this relationship to help us provide even more, and more-improved, services to our patrons across the state.

A formal partnership with the Texas Education Agency began with the 2007 session, when the Legislature added Rider 88 to the TEA budget, directing the Commissioner of Education to transfer funds to TSLAC for the purpose of acquiring “online research and information resources for libraries in public schools, and for administrative expenses.” This partnership was expanded to include Education Service Center Region 20 (ESC 20), which administered the training and support for the K-12 Database Program. Texas K-12 educators and students benefitted from the resources available as a result of this strong partnership with ESC 20 and TEA. The 82nd Legislature eliminated the funding for this program.

State and Local Records Management has developed a partnership with University of North Texas (UNT) to further the work of two subcommittees of the Records Management Interagency Coordinating Council (RMICC). The Best Practices committee has made use of the UNT survey tool Qualtrics in the deployment of the Best Practices Survey. The University Records Management Committee (URMC), comprised of SLRM staff and state university records managers, used Qualtrics to deploy the statewide Baseline Assessment Survey. Additionally, the URMC is using project tracking software JIRA to develop statewide records retention guidelines for Texas public universities. The use of JIRA has proven so successful for this type of project that we would like to explore the option of employing the software to improve future retention schedule development and, as a result, our service to state and local governments.

Partnerships allow us to accomplish more of our technology-based goals and strengthen the effectiveness of state government.

B. DEGREE OF AGENCY AUTOMATION AND TELECOMMUNICATIONS

The Texas State Library and Archives Commission supports its mission-critical applications and web-based services through several delivery models. The library has participated in the State’s Data Center Services Consolidation Project since its beginning in 2007. The consolidated state data center manages the agency’s file and print services, as well as e-mail and web services. Some of our application servers are also managed at this data center while several other critical applications have been relocated to the vendors from whom the library originally acquired these systems. The library received approval from the Department of Information Resources (DIR) to have those original library software vendors manage these systems through Software as a Service contracts as the most efficient and cost effective strategy for supporting these systems.

The agency’s internal technical staff manages the library’s internal local area network and its telecommunications across its three physical locations. This staff also supports the library’s 200

desktop computers. The Lorenzo de Zavala Building accesses CAPnet, the capital complex communications network, via a fiber optic connection, which provides bandwidth at 10 megabits-per-second. This facility is also connected to the state consolidated data center via a dedicated 100 megabit fiber optic connection. The State Records Center and Talking Book facilities at 4400 Shoal Creek Blvd. are connected to the Lorenzo de Zavala Building by a dedicated 100 megabit fiber optic; and the Sam Houston Regional Library and Research Center in Liberty is connected to the Lorenzo de Zavala Building by a T-1 line. In 2012 the library expects to replace the T-1 line with a satellite connection.

We maintain database applications to:

- Support the operations and service of the Talking Book Program
- Provide detailed financial information required to manage the agency's financial resources
- Track the use of collections in the Archives and Information Services Division and the Library Development and Networking Division's Library Science Collection
- Provide access to descriptions and/or scans of selected archival holdings
- Support grant application submission and processing and related management and performance reporting

All of these applications are hosted on servers supported by vendor staff at the consolidated state data center. A vendor-supported application is also hosted at the consolidated data center for the information system used by the State Records Center to manage its records storage operation for state agencies.

In addition, we use the unified state systems provided by the Comptroller, including:

- Uniform State Personnel System for management of personnel and payroll
- Uniform State Accounting System for fund accounting and management
- Uniform State Resources/Property Management for inventory control

Consortium services include the integrated library system and the cataloging and Interlibrary Loan service. These systems were migrated to Software as a Service contracts in 2010, ensuring the most efficient operation and support for these critical systems.

We share our web-based catalog and the other modules of the integrated library system in a consortium arrangement with two other state agency libraries. Because of this arrangement, these state agency libraries are able to use the system for cataloging, retrieving, circulating and reporting on their collections at very minimal cost. We use the Symphony library system software purchased from and supported by SirsiDynix Inc. to provide these services.

Cataloging and Interlibrary Loan services are purchased from OCLC for the agency and state agency partners.

Internet services include:

- Our website, which makes available collections of information from a growing number of libraries, state agencies and commercial sources, as well as extensive indexes to the holdings in our various collections and value-added data compiled by staff
- The Texas Records and Information Locator service, a commercial application to gather and index all electronically available documents from all state agencies
- Distance-learning technologies, such as web-based learning modules, that facilitate librarian and records management training by the state library staff
- Web hosting of public library websites using the Plinkit software supported via a library consortium

C. IMPACT OF ANTICIPATED TECHNOLOGICAL ADVANCES

In the next five to 10 years, services of the Texas State Library and Archives Commission will increasingly be performed and delivered electronically. This increased dependency on technology will affect not only how the agency does business, but its clients and how they do business as well.

For many organizations, information is a tool, and the shift from paper to electronic information is merely an improvement in access to that tool. For libraries and archives, whose business is acquiring, organizing, storing and providing information, the shift from paper to electronic information is both significant and crucial.

ACCESS TO INFORMATION

Technological advances will continue to create new opportunities and challenges for the commission in providing information to Texas citizens, state and local government and Texas libraries and librarians.

Commercial, state and federal government publishing, and government recordkeeping at all levels, will continue to move to online, network-accessible formats. State agencies have found it challenging to retain archival copies of state government documents once they are issued in electronic format. Pricing and licensing agreements with commercial publishers will remain unstable and difficult to negotiate for a number of years, until authors, publishers and other entities have established procedures and standards for online market behavior.

Our technological and staff limitations prevent us from accepting state agencies' electronic archival records. Consequently, we require, through administrative rule, that electronic state records with archival value must be maintained by the creating agency, except as otherwise determined by the state archivist, even if the records are no longer of value to that agency. Those records must be maintained through hardware and software upgrades as authentic evidence of the state's business in an accessible and searchable form. We anticipate, however, that agencies may protest—or ignore—that requirement once they begin having to pay the vendor team managing the consolidated data center for storage and access to those records. Regrettably, we lack the resources to provide our staff with the necessary education and expertise to train others in areas of current and developing standards, available software and other technological matters relating to long-term maintenance and preservation of historically valuable electronic records. In

addition, we have had great difficulty recruiting a recently-created E-Records/E-Archives position. However, once filled, this position will take the lead in working with DIR and other state agencies to formulate a statewide plan for the proper care of records, particularly those of permanent value, in electronic form.

Public libraries have a responsibility to provide critical access to Internet and computer resources for Texans who do not have access to these resources at home or work. This includes e-government information and services, job search and application resources, distance learning and continuing education support and computer and web-based training. Our continuing education program, grant programs, and partnerships in national library technology initiatives as well as with other organizations assist public libraries in fulfilling this critical role.

For the past year and a half, the Texas State Library and Archives Commission has been a pilot state, along with California and Oklahoma State Libraries, in a national movement to draft a set of public access technology benchmarks for public libraries. This project has been funded by the Bill & Melinda Gates Foundation to achieve the goals of continuous investment in technology for public libraries and continuous improvement in technology-delivered or technology-supported services. TSLAC will roll out these benchmarks in fall 2012.

The TexNet Interlibrary Loan program has a long history of supporting Texas libraries that share resources. An extensive study of the TexNet system found that a different structure could take advantage of new standards and technologies to improve efficiency and patron service. In August 2009 TSLAC released a bid for a new ILL system and selected OCLC Navigator for statewide interlibrary loan. All public libraries will be part of the Navigator program by the end of SFY2013. The Navigator system employs current technology to provide Texas citizens with more efficient access to library collections throughout the state while streamlining staff tasks and simplifying workflow.

The Talking Book Program (TBP) has two major concerns. The first concern is how to maintain the current automation system at a level that is both practicable and affordable, while at the same time exploring the development of a national open-source integrated library system modeled on the Texas system. The program currently does not have adequate funds to do either. The few talking-book vendor systems currently on the market lack important and critical functionality that TBP's in-house system already has, and the proposed national system is still just a proposal, although an initial planning meeting shows great promise. The proposed national system is likely not going to be available for three to five years at a minimum, and features and costs are currently unknown. With the current system stabilized, staff now must develop alternative plans, such as possibly translating the system into a new language in order to make streamlining and modernization more feasible.

The second area of concern is maintaining and carrying forward digital-based operations. The volunteer recording studio now records digitally, but creation and duplication of digital books and magazines for patrons still lags behind. In order to deliver more digital services efficiently and in a timely manner, the program will have to expand its capabilities to handle large amounts of data via the Internet. Issues of server capacity, bandwidth for transfer of very large data files, and file storage and security affect studio and duplication operations. NLS now offers a large selection of its own digital books and magazines to talking-book patrons via its electronic Braille and digital audio websites; NLS has plans to also host locally produced book and magazine

recordings on its BARD website, which would solve the problem of how to make Texas recordings available for download to Texas patrons. Since TBP has one of the largest archives of recordings in the nation, much interest has been shown in making these recordings available to NLS patrons all over the country, especially recordings in Spanish. The studio continues to convert its current archive of analog recordings to digital data files; we have upgraded or purchased equipment to facilitate this process. Because storage is a major concern, TBP has purchased a separate server just to store its archive of digital recordings. Adequate capacity to handle thousands of these very large data files will be an ongoing issue, as will security for copyrighted materials stored electronically.

TSLAC's Director and Librarian has been serving over the past year on the Digital Public Library of America Steering Committee to plan the national roll out of a service that will provide free access for all to the cultural and scientific heritage of our country. While this may seem to be an insurmountable task, new technologies, the rapid growth of digital content, and the move to more inclusive collaborations and partnerships have laid the foundation for this expansive and technically complex national movement. The digitization work funded by TSLAC and other state library agencies will contribute in no small part to the build out of the DPLA.

EFFICIENCY OF OUR OPERATION

Improvements in web-based technologies offer limitless opportunities to increase cost avoidance while streamlining agency procedures and maintaining a high level of customer service. As more services are moved to automated systems and businesses continue to shift to web-based systems, the agency's staff must also adapt to maintain effectiveness.

Despite reductions in staff, members of the Archives and Information Services Division continue to operate in a highly efficient manner. It is easy to forget that providing effective access to information resources requires many behind-the-scenes hours. Utilizing their specific areas of expertise, as well as time management skills, staff directs their efforts toward daily tasks and special projects. For example, decreasing numbers of information requests allow knowledgeable staff to assist with a retrospective review of publications yet to be included in the online catalog. Archivists use an increasing number of volunteers to assist with scanning and other appropriate tasks.

Almost all of the public libraries in Texas have Internet connections, but they need increased bandwidth and more sophisticated connectivity. More people are using the Internet to access services, which increases the need for electronic capabilities, training and support, thus straining the agency's technical and human resources. But increased connectivity will give all Texans access to the full range of information and services now available almost exclusively online.

We hope the consolidation of our servers into the new outsourced data center will eventually result in a more efficient delivery of services to our staff, business partners and customers. However, the start-up costs and the significant learning curve experienced by the vendor's technical staff during the first several years of the data center contract have slowed our progress in planning and carrying out new technology projects designed to promote better library resource sharing. We expect that the vendor awarded the new contract for data center services to start in 2012 will address the backlog of problems at the data center and help the library to deliver efficient services to our customers at an affordable cost.

NEW SERVICES

Technology offers us new and improved opportunities to serve our customers.

Client-group connectivity continues to spread, and transactions with client groups have shifted from paper mail, telephone and personal contacts to electronic transactions. Electronic discussion groups, online training and online meetings are replacing some in-person meetings and workshops.

Library Development and Networking Division staff and our records management training staff are expanding their use of the web to provide learning experiences that enhance in-person workshops. This includes stand-alone web-based continuing education opportunities for both real-time and self-directed online courses. We have added the capability to record webinar and podcast sessions and convert them into streaming media available via our website. New cloud computing tools such as Twitter, blogs, wikis and other applications and solutions offer opportunities to provide immediate information and training to librarians statewide. The *Library Developments* blog has become a popular resource for agency program information.

Librarians across Texas identify continuing education for staff as one of their greatest needs. In addition to the state library, other regional and national library organizations provide continuing-education opportunities. We provide information on training opportunities from others that are free to Texas librarians on our blog.

Talking Book Program (TBP) patrons continue to praise the digital talking book machine which uses flash memory cartridges that hold complete, unabridged recordings of books, and the National Library Service for the Blind and Physically Handicapped continues to authorize an array of commercially-available players so that patrons may download digital books and play them on a machine of their choice. Patrons may download their books and magazines from a free online database using either a purchased blank cartridge or a thumb drive. The introduction of these new methods of obtaining and reading specialized library materials has revolutionized talking book services, with approximately 20% of TBP patrons already adopting downloading as their primary way of receiving books and magazines. Downloading will become increasingly important to patrons who wish to “self-serve” and live more independently.

We will continue to embrace partnerships as tools to enhance our services to the citizens of Texas. Technological advances in communications hardware and software have enabled more productive collaborations.

Network technology has opened possibilities for shared services among client groups who were once served by separate agencies such as the Texas State Library and Archives Commission, Texas Higher Education Coordinating Board and Texas Education Agency. ARIS is reestablishing our partnership with the Texas State Historical Association (TSHA) by collaborating with them on making educational resources available to secondary students through their website, including the 7th grade lesson plans ARIS developed in partnership with the Education Service Center in 2011 and our Historic Maps database. These collaborations will continue to flourish.

Partnerships will continue to play an important role in the conversion of documents to electronic formats. We anticipate continued involvement with initiatives like the Texas Archival Resources

Online Project and Flickr. We have negotiated agreements with both the Texas General Land Office and the Texas Water Development Board for the scanning of historical maps, architectural drawings and other large-format materials from the State Archives.

The Talking Book Program has developed working relationships with other entities that serve a common client base. These include governmental agencies, non-profit groups and private organizations. Program staffers also actively seek partnerships with public libraries, as well as public and private schools.

We are developing a new partnership with the Department of Information Resources and the new vendor team that will support the consolidated data center beginning in 2012. This partnership will help ensure the delivery of reliable and adequate data services to support TSLAC's mission.

D. DIRECTION OF AGENCY AUTOMATION AND TELECOMMUNICATIONS

The information resources strategy for the next five years will address the following:

- Increasing user directed access to services via web-based applications
- Improving customer service via the web
- Maintaining a productive partnership with DIR and the consolidated data center service provider to obtain required information-technology services to support library programs
- Maintaining a productive partnership with technology vendors who manage some of our critical library applications via Software as a Service contracts
- Maintaining telecommunications bandwidth to support user direct access
- Maintaining the open-source Linux operating system and open-source technology as agency standards
- Continuing implementation of security technologies and standards
- Continuing enhancement of distance-learning and web-based training capabilities
- Enhancing the Grants Management System
- Adopting standards and technologies to maximize staff productivity

INCREASING USER DIRECT ACCESS TO SERVICES VIA WEB-BASED APPLICATIONS

The state library maintains a web-based grants management system for use by its staff and public and academic libraries to manage grants and contracts. This application provides secure access to grant and contract information and significantly enhances business processes for our customers.

In 2011 the library rolled out its redesigned website. Managed through an open-source Content Management System, the website provides our patrons and staff easier navigation to information on the site and offers expanded functionality and security for our staff to use in making this information accessible. Before the redesign, our website had not been significantly updated in twelve years. The redesign was completed using in-house staff and resources.

In 2012 the library rolled out its redesigned Intranet, also hosted on an open-source tool. The Intranet provides agency staff quick access to information, alerts to new information and the ability to provide input and comment on on-going and up-coming internal issues.

IMPROVING CUSTOMER SERVICE VIA THE WEB

The Library Development and Networking and State and Local Records Management Divisions use a web registration system for all of their Library and Records Management Assistance classes and conferences. This has improved the efficiency and timeliness of registrations, reducing paperwork. It also allows better registration tracking.

Records Management Assistance uses e-mail lists for both state and local governments. These lists serve as a forum for information-sharing among records management professionals. They also provide a way for the State Library to send out announcements about future training opportunities and changes to records management laws. RMA launched a blog, *The Texas Record*, to improve communication and outreach to local governments and state agencies.

The agency is partnering with the Texas Court Records Preservation Task Force and the State Bar of Texas to develop web-based preservation training for county and district clerks; training would later be made available to all local records officials.

MAINTAINING A PRODUCTIVE PARTNERSHIP WITH DIR AND THE CONSOLIDATED DATA CENTER SERVICE PROVIDER TO OBTAIN REQUIRED INFORMATION TECHNOLOGY SERVICES TO SUPPORT LIBRARY PROGRAMS

HB1516 changed the way the library receives information technology services and how it delivers services to its patrons and business partners. The library was the first state agency to have its servers moved into the new consolidated data center. The goal of this consolidation is to have state agencies benefit from economies of scale in the purchase of technology services, remove the burden of managing this technology and allow the agencies to concentrate on their core mission, which is to deliver services to the citizens of Texas. During the first few years of the data center contract, however, our information resources as well as those of other state agencies supported by this vendor experienced a significant level of problems which the vendor staff had difficulty addressing. As a result, the data center contract was awarded to another vendor who will assume responsibility for this support in July 2012. The library staff will continue to work closely with DIR and the data center vendor to ensure adequate and reliable information-technology services are available to support library programs.

Since the implementation of the consolidated state data center in 2007, the library has found it necessary to expand its strategy for obtaining technology services by using Software as a Service contracts for some of its critical library systems. The technology vendors who originally provided those systems to the library are the best source of support for these systems. The use of Software as a Service contracts is an effective business strategy for the library to optimize its use of these resources. The library will continue to manage its relationship with these business partners to ensure these resources remain available to our staff and customers.

MAINTAINING TELECOMMUNICATION BANDWIDTH TO SUPPORT USER DIRECT ACCESS

The library is heavily dependent on its web presence to deliver some of its services. The partnership with DIR for data center services should provide a practical strategy for the library to address future needs for bandwidth and new technologies. In 2011 the agency replaced the T1 network connection between the State Records Center and its Austin headquarters building with a much faster fiber connection, which enhanced the staff's ability to communicate with agency customers and process requests. In 2012 the library will replace the T1 network connection at the Sam Houston Regional Library and Research Center in Liberty with a wireless satellite connection.

MAINTAINING THE OPEN-SOURCE LINUX OPERATING SYSTEM AND OPEN-SOURCE TECHNOLOGY AS AGENCY STANDARDS

The library uses cost-effective open-source technology whenever possible to provide services to our customers. Our web presence and many of the computer applications used internally at the library, as well as those made available to our customers, are based on open source technology. We will continue to use the open-source Linux operating system as an agency standard. These applications are among those migrated into the consolidated data center, so we are continuing to work with DIR and the vendor team to ensure this efficient, hardware-independent platform continues to be promoted at the center. Working with a library consortium, we have also implemented a Linux-based content management system to allow over 200 small Texas public libraries to have a web presence which they would otherwise be unable to create and maintain. Additionally, an open source content management system was implemented in 2012 to manage the library's redesigned website to provide easier navigation to the site's information for our patrons. An open source tool was also utilized in 2012 to rollout the library's redesigned Intranet which provides staff easy access to information, alerts them to new information, and provides opportunities for their input on current internal issues. Our use of open source technology will continue to improve our ability to provide services to our patrons.

CONTINUING IMPLEMENTATION OF SECURITY TECHNOLOGIES AND STANDARDS

Maintaining an effective security program to protect our information resources has allowed the library to address the increased threat to the integrity of these resources that results from the increased reliance on the Internet to deliver services. Most of our information is public information. The exception is information managed by the Talking Book Program, which has sensitive patron data and copyrighted recordings. We work with DIR and the vendor team at the consolidated data center to provide effective methods of preventing unauthorized access or modification of agency information. We work with the DIR Security Office to conduct annual Controlled Penetration Tests on our network resources and address all weaknesses identified. We will continue to implement appropriate and effective security standards and technologies that meet Texas Administrative Code (TAC) 202 state requirements and ensure the security of the agency's information resources.

CONTINUING ENHANCEMENT OF DISTANCE EDUCATION TRAINING CAPABILITIES

As connectivity of client groups increases, electronic discussion groups, online training, computer based training and web-based conferencing are replacing some meetings and workshops. The agency's trainers use the Moodle online learning tool to create and provide self-paced online training to internal staff, libraries statewide and state and local government records managers on records management compliance and best practices. They also offer webinar training using GoToWebinar software. These efforts will continue to enhance our distance education capabilities.

ADOPTING STANDARDS AND TECHNOLOGIES TO MAXIMIZE STAFF PRODUCTIVITY

Our customer groups and their expectations for newer and better services are both increasing. The number of our automated processes, applications and services are also increasing. The level of technical and Internet sophistication of these groups is growing so their expectation for expansion of web-based services is also growing. The library's technology staff has implemented information resource standards which facilitate our ability to plan, apply and support new

technologies, and maximize staff efficiency. The introduction of collaborative and social networking tools to increase staff productivity requires an effective agency focus on security and technology standards in order to ensure this expanded use of technology has a positive impact on our service delivery.

IMPACT OF FEDERAL STATUTES AND REGULATIONS

A. HISTORICAL INVOLVEMENT OF FEDERAL GOVERNMENT

In 1931 Texas became one of the first states to affiliate with the newly formed National Library Service for the Blind and Physically Handicapped (NLS), a division of the Library of Congress in Washington, D.C. Today, using recorded and Braille books, catalogs, special playback equipment and databases of electronic Braille and digital audio recordings supplied by NLS, the Texas State Library and Archives Commission's Talking Book Program serves approximately 18,000 Texans who would not be able to enjoy books without this vital service.

From 1956 through 1998, the commission received federal funds under the Library Services Act and its successor, the Library Services and Construction Act (LSCA), to assist local public library development. Federal funds were used to advance a statewide interlibrary loan system, fund the Texas Library System, provide grants for public library construction and renovation, promote library services to the disadvantaged, encourage interlibrary cooperation and resource sharing and support other projects to improve library service statewide. In 1996 Public Law 104-208, the Library Services and Technology Act (LSTA) replaced the Library Services and Construction Act. LSTA consolidated all federal support for libraries into one act and moved library funding out of the U.S. Department of Education to a newly organized Institute of Museum and Library Services (IMLS). While several projects funded under LSCA continued with LSTA funds, the new law placed greater emphasis on programs that support technology in libraries, promote cooperative efforts among all types of libraries and advance library services to people of diverse geographic, cultural and socio-economic backgrounds. Programs funded with LSTA began in FY1998. LSTA was re-authorized in FY2003 and again in FY2010.

In 1964 TSLAC was designated a regional depository for federal documents, in accordance with 44 United States Code 1912. TSLAC and Texas Tech are the only two regional depositories in the state, along with 54 Texas libraries that are selective depositories. Selective depositories are libraries that receive only a portion of documents distributed by the U.S. Government Printing Office's Depository Library Program and retain them for limited periods. Regional depositories receive all publications distributed through the Depository Library Program and retain them permanently.

The Schools and Libraries Universal Service Program (commonly called E-Rate) was established as part of the federal Telecommunications Act of 1996 with the express purpose of providing affordable access to telecommunications services for all eligible schools and libraries, particularly those in rural and inner-city areas. This federal program provides discounts of 20 to 90 percent on telecommunications services, Internet access and internal connections. Texas public libraries are required to submit a technology plan to TSLAC for approval in order to be eligible to receive the federal discount for internal connection services. Agency staff provides assistance to public libraries in developing, revising and certifying technology plans and ensuring that libraries are aware of the available discounts. Since its inception in 1998, Texas public libraries have received \$27,264,093.02 in E-rate discounts.

B. DESCRIPTION OF CURRENT FEDERAL ACTIVITIES

Under LSTA, federal funds can comprise only 66 percent of program costs, and require a 34 percent matching investment. Administrative costs are limited to 4 percent of federal funds received; the remaining 96 percent must be used for direct projects or grants. Agency staff began applying outcome-based evaluation methods to selected grant projects during FY2002 and now use this evaluation method in the agency's federally funded programs. There is also a required maintenance of effort for the federal funds.

Use of these federal funds is governed by an approved five-year plan. The current five-year LSTA plan covering FFY2008-2012 was approved by IMLS at the end of FY2007. All projects funded by LSTA are described in our five-year plan. The evaluation of the FFY2008-2012 plan was submitted by the due date of March 30, 2012, and the new plan for FFY2013-2017 is due June 30, 2012.

As one of the nation's 47 regional depositories for federal government publications, the Texas State Library and Archives Commission permanently maintains and provides free access to more than 1.5 million items produced by the federal government. The U.S. Government Printing Office (GPO), under authority of the Depository Library Act, distributes these items. As a regional depository, we must meet minimum standards for maintaining these documents. Periodic assessments and onsite visits are made to review TSLAC's collection and services.

Technology continues to change the role of government depository libraries and the federal government provides an increasing amount of information in electronic formats, and often publishes exclusively in electronic form. Authentication and version control are increasingly important and challenging issues as digital publications can be easily altered. In February 2008 GPO authenticated the first-ever online federal budget by digital signature. Other important collections of authenticated digital documents continue to be released, and now include the *Code of Federal Regulations*, the *Statutes at Large*, the *Congressional Record* and the *United States Code*.

In January 2009 the GPO launched the Federal Digital System (FDsys), an information management system developed to authenticate, preserve, version and provide permanent public access to federal government information. FDsys replaces the GPO Access databases, which are scheduled to be deactivated in 2012.

Other GPO initiatives include collaborative efforts with the federal depository libraries on the web, including the Federal Depository Library Program (FDLP) Desktop and the FDLP Community social networking blogs and forums. The Digitization Projects Registry is another collaborative project that serves as a locator tool for digitization efforts by government agencies and depository libraries. GPO has also recently released a mobile Web application (app) for both the *Budget of the United States Government* and the *Member Guide* for the 112th Congress.

Despite these changes, the mission of the Federal Depository Library Program and the depository libraries remains the same: to provide free permanent public access to government information.

The federal Children's Internet Protection Act (CIPA) was signed into law in December 2000. Under CIPA, no public library may use LSTA funds or receive federal Universal Service (E-Rate) discounts unless it certifies that it is enforcing a policy of Internet safety that includes the

use of filtering or blocking technology. This Internet Safety Policy must protect users from accessing through the Internet obscene visual depictions, child pornography or (in the case of use by minors) content harmful to minors. The library must also certify that it is enforcing the operation of filtering or blocking technology during any use of its computers by minors. For E-Rate the law became effective July 1, 2003, and for LSTA funds, the law became effective in FY2004. Libraries using LSTA or E-Rate funds only on telecommunications services are excluded from the requirements of CIPA. Following legal challenges in FY2003, the United States Supreme Court upheld the law.

C. ANTICIPATED IMPACT OF FUTURE FEDERAL ACTIONS

The GPO is steadily moving toward an electronic federal depository library program; the number of paper and microfiche products is diminishing. Increasingly libraries will be required to purchase robust telecommunications and Internet access services, and provide more computer hardware and software, including server storage space, to meet public demand for access to networked government information. The loss of selective depositories in the electronic environment is placing an increasing burden on regional depositories like TSLAC that assist with disposal of collections and provide reference and interlibrary loan services from historical print collections.

The GPO is working with other partners to develop a system for providing permanent public access to electronic versions of federal government information. Participants involved in the development include government agencies, the National Archives and Records Administration (NARA) and the depository library community. For example, new partnerships to provide permanent public access to government reports were recently formed with the U.S. Department of Labor, the Library of Congress and the federal courts.

GPO will continue to distribute electronic items through the depository program and is considering implementation of electronic deposit for digital files. Besides storage requirements to provide the service, TSLAC must also provide adequate computer workstations for the public to use while accessing the information. The minimum requirements for public workstations issued by GPO continue to reflect the cutting edge of technology and will require the agency to upgrade hardware and software periodically to meet more exacting requirements.

GPO recently launched an initiative to document changing needs of the Federal Depository Library Program (FDLP) and each partner depository library. As the first step of this initiative, GPO has asked all depository libraries to respond to a questionnaire concerning local needs and issues. Responses to the questionnaire will be used to create local and state forecasts and action plans, which are designed to provide a comprehensive picture of current and future issues with the FDLP community. GPO has asked the regional depository libraries to take a leadership role in the development of their state forecast and action plan. Once local and state forecasts are developed, a national plan will be proposed to guide the future direction of the FDLP and depository libraries, including possible updating of Title 44 of the *United States Code* to reflect changes in technology and delivery of services since the Depository Library Act of 1962.

Federal agencies also provide the bulk of funding for preservation of historic resources in the nation's libraries, archives and museums. Changes to the budgets for these federal agencies can have a large impact on the agency and on the services we are able to provide.

The agency's reduced state funding will have a significant impact on our ability to meet maintenance of effort requirements for federal funding from the Institute of Museum and Library Services. Because of the delay between TSLAC's report to IMLS and the subsequent award of a grant, the full impact of the inability to meet maintenance of effort will not be felt until FFY2014.

In addition, IMLS has unveiled a new evaluation initiative, Measuring Success, to improve performance measurement practice and reporting. This initiative will place much greater emphasis on identifying results, or outcomes, of the expenditure of federal funds and will place a greater reporting burden on TSLAC staff and subgrantees.

OTHER LEGAL ISSUES

A. IMPACT OF ANTICIPATED STATUTORY CHANGES

FEDERAL

Congress enacted the Museum and Library Services Act of 2010, which incorporates the Library Services and Technology Act (LSTA). The act addresses 21st century literacy and digital literacy skills specifically, and provides the states more flexibility in the use of the LSTA funds. In particular, it allows states to provide for librarians' professional development and the recruitment of future professionals in library and information services.

STATE

Every legislative session multiple bills are introduced that directly or indirectly impact the agency's responsibility to provide records management services. Agencies are created, combined and abolished. We assist with identifying and protecting state records at any of those stages. Legislation regarding technology, transparency, open government, records management, electronic records, archival records and many more topics are monitored for impact on our State and Local Records Management program.

The 82nd legislature passed HB1559 which requires the agency to adopt rules for the retention, storage and destruction of a court document filed with, otherwise presented to, or produced by a court in this state before January 1, 1951. The agency proposed initial storage rules in the Texas Register on November 4, 2011. Many local governments commented on the proposed rules. The rules were withdrawn and a task force, broadly representative of local governments, has been tasked to draft modifications to the required rules in 2012.

Also, HB1844 passed which modified statutes to allow the State Records Center to store non-current local government records in addition to the existing authority to store state records. This gives the agency the option of providing storage services for local governments in the Austin area to optimize usage and cost recovery efforts at this facility.

Since 2005 the agency has had a budget rider making the agency responsible for preparing a report listing statutorily required reports that state agencies and universities must file. Recipient agencies assess the usefulness of each report. Several bills in the 82nd session repealed certain reporting requirements for state agencies and state universities. For instance, SB1179 eliminated certain required reports prepared by state agencies and institutions of higher education. This bill reflected a number of the recipient assessments and recommendations from the *2011 Required Reports Prepared by State Agencies and Institutions of Higher Education*. For example, many "Funds Received and Disbursed Reports" were still required by statute even though that report had been replaced by the "Annual Financial Report." SB5 for higher education and SB71 for the health agencies included sections repealing additional reports deemed unnecessary. Early drafts of the 2013 Report identify over 300 reports that were repealed or have expired out of the more than 1,400 reports in the 2011 edition.

HB1781 requires a one-time report from state agencies and universities by August 1, 2012. These preparing agencies will provide an assessment of their reports. This information can be

used by the recipient agencies to make assessments in the next edition of the *Required Reports Prepared by State Agencies and Institutions of Higher Education*. State and Local Records Management is working with other HB1781 recipients to create an electronic template for agencies to submit their reports.

HB326 added a new requirement for agencies undergoing Sunset Review. The agency lists and assesses reports they prepare. The Sunset Commission will include recommendations to the legislature based on this aspect of the Sunset Review.

Interim charges for the Senate Select Committee on Open Government include a charge to review record retention policies for state and local governments and make recommendations for improvements to record retention schedules and policies, including e-mail retention and archiving requirements. The agency will provide information for the committee working on this interim charge. We anticipate the interim charge could result in bills filed in 2013.

B. IMPACT OF CURRENT AND OUTSTANDING COURT CASES

The U.S. Department of Justice has filed suit against Apple and five major publishers for price fixing of e-books. While three of the publishers – Simon & Shuster, Hachette and Harper Collins – settled out of court, Macmillan and Penguin remain hold outs. The outcome of this suit will impact e-book pricing for libraries as well as for individuals.

C. IMPACT OF LOCAL GOVERNMENT REQUIREMENTS

We are not aware of any new local government requirements.

SELF-EVALUATION AND OPPORTUNITIES FOR IMPROVEMENT

A. MEETING LEGAL REQUIREMENTS AND SERVING CRITICAL POPULATIONS

LIBRARY DEVELOPMENT AND NETWORKING

Government Code §441.222 established the TexShare Library Consortium to assist libraries throughout the state to better serve their patrons. We have proven the effectiveness of coordinated programs and services that maximize efficiency and minimize redundancy for public funds spent. However, collaboration requires physical resources and technologies and personnel time to sustain. Information and materials are increasingly digital, and more Texans than ever want access electronically. The cost of providing electronic information and materials is escalating, and additional funding is needed to continue supplying up-to-date information to Texans and to provide electronic information services to libraries into the future.

Our Interlibrary Loan program gives Texans access to the collections of libraries statewide by providing a network to support Texas libraries in sharing their collections with each other. Our new program enables library users to view the holdings of any public library statewide and to request those items online, and provides a more efficient administrative interface for local libraries. All Texas public libraries will be part of this program by the end of SFY2013.

Library technology and services are changing dramatically as a result of rapid developments in electronic information, materials, and computer and Internet technology, as well as the need for public access technology and services in communities. Libraries of all types across the state struggle to keep up with these changes. The development and implementation of distance-learning programs has greatly expanded our capacity to reach library staffs with information and training, while allowing them to learn without incurring travel costs. This training in new technologies and programs assists libraries statewide in providing better service to Texas' diverse populations and developing local capacity to implement new programs. Targeted grants and programs provide resources for innovation.

For many years, the agency funded grants to support regional library systems. These 10 systems assisted all the public libraries in their respective regions. In practice, the primary recipients of the assistance were the smaller, rural public libraries. The grants were made to one of the largest cities in the region, or, in two cases, to a nonprofit corporation. In both situations, the overhead (administrative) costs were significant, and reduced the funds available to provide direct services to individual library users or to libraries themselves. When the Loan Star Libraries program funds were eliminated by the 82nd Legislature, the agency determined that a different approach was needed. Therefore, the Library System Grants and the Technical Assistance Negotiated Grants are being phased out in the 2012-2013 biennium. We are developing other approaches to provide the continuing education and consulting services that the library systems provided.

In addition, the public access technology benchmarks being developed nationally and tested currently by a cohort of Texas public libraries hold great promise for supporting continuous improvement of services and sustained investment in public access technology in public

libraries. These benchmarks will be rolled out statewide beginning in fall 2012. Participation will be voluntary.

Under Education Code §33.021, the Texas State Library and Archives Commission, in consultation with the State Board of Education, developed and adopted standards for school library services in 1997 and again in 2005. The goal of *School Library Programs: Standards and Guidelines for Texas* is to maximize the effectiveness of schools in teaching students the skills needed to become dedicated, lifelong learners. Studies on the effect of school libraries on student achievement, including *Texas School Libraries: Standards, Resources, Services and Students' Performance*, demonstrate the value of strong school library programs on student achievement. We are beginning discussions with the school library community on a process to update the standards to reflect recent major changes in information technology.

In the 1960s, the Texas Legislature instituted the Texas State Publications Depository Program (Government Code §441.101-106). The mandate was to acquire, establish access to, preserve and increase awareness of the publicly distributed documents of Texas state agencies and institutions of higher education. TSLAC's collection of Texas documents has become a vital resource for researchers seeking historical evidence of the state's development and governmental activities. In 1995 the Legislature expanded the Depository Program's scope to encompass materials distributed online, a role filled by the Texas Records and Information Locator service (TRAIL). In 2011 the 82nd Texas Legislature enacted a state budget that cut funding for the Texas State Library and Archives Commission, necessitating the elimination of positions associated with the program. As a result, the agency immediately released all libraries except Texas Tech University, University of North Texas and TSLAC from their depository status. The agency continues to collect, catalog and make available for loan the publications of state government. We announce recent publications cataloged within the past 30 days via our catalog at www.tsl.state.tx.us/catalog.

TALKING BOOK PROGRAM

Texans who qualify for service from our Talking Book Program because of visual, physical or reading disabilities comprise a critically underserved population. At current levels of staffing and funding, our Talking Book Program is serving only about six to seven percent of the estimated eligible population. Many eligible Texans either have never heard of the program or have misconceptions about program eligibility. The public awareness coordinator will develop a marketing plan for TBP that will incorporate previous promotional activities as well as new and innovative techniques to reach eligible individuals more effectively.

The Talking Book Program has transitioned from analog to digital services, and staffing and funding issues have become more critical to its success. Production of digital books is more expensive on the front end, although the ability to reuse digital cartridges is expected to drive some costs downward. The most attractive digital services now being offered require more sophisticated computer skills both on the part of staff and patrons. Since many patrons do not have these skills, staff is needed with the computer skills and the ability to teach patrons how to use the new digital services. The task is more difficult because many patrons have visual disabilities, are scattered around the state and use a broad range of computer equipment and peripherals; most instruction and advice has to be delivered via telephone.

One component of the Broadband Technology Opportunities Program (BTOP) grant, which the agency is administering, enables the Talking Book Program staff to visit public libraries around the state and bring hands-on computer training to the program's patrons living near those libraries. In addition through the BTOP library visits, Talking Book Program patrons without home computer equipment may come to their public library and learn how to download digital books to a flash drive that can then be plugged into their digital talking book machine in their homes. These new services are attracting a broader range of patrons than have used the program in the past.

ARCHIVES AND INFORMATION SERVICES

About 15 percent of the records transferred to TSLAC for placement in the State Archives need additional analysis and appraisal to determine if they contain information of sufficient research value or other enduring value to justify their permanent retention. Many of the records reviewed will be kept and will need processing. Another 30-35 percent need to be examined by qualified archivists and their contents described in greater detail to facilitate access by researchers. Our staff of four archivists attempt to establish minimal administrative and intellectual control over new accessions of records, appraise records prior to transfer, answer reference requests and provide assistance in the archives research room, and are also responsible for responding to Public Information Act requests for information in both processed and unprocessed collections, leaving little, if any, time to work on the large backlog of unprocessed holdings.

The agency must respond to the need for storing electronic records. The archival and records management staff needs special training in the management and preservation of electronic records. We also need the funding for the development and implementation of an electronic records program and a repository to preserve archival records for state agencies. Agencies are creating an ever increasing number of records digitally and without an electronic archive, the long-term and historical e-records will be lost.

STATE AND LOCAL RECORDS MANAGEMENT

The commission must provide assistance, information and training to records management officers and custodians of state agency and local government records in fulfilling their responsibilities under state law. We serve 148 state agencies and more than 10,000 local governments, to which we provided 9,464 hours of training and assistance to 7,353 government personnel in FY2011. We will need additional funding to accommodate the rising demands for services to this critical population. Government records must be maintained properly to facilitate access, and appropriate final disposition procedures must be followed. This training and assistance provides elected officials, records managers and custodians with the tools needed to effectively maintain their records.

Local governments and state agencies are served by only six program specialists. Rising demands for assistance are fueled by increased demands for records to answer Public Information Act requests, audits, emergency preparedness plans and litigation. In particular, Federal Rules of Civil Procedures regarding electronically stored information (ESI), adopted in December 2006, have had a profound impact on government records management, dramatically

increasing its importance in day-to-day government operations and making ESI management absolutely critical in protecting the legal interests of government.

Active records management is central to performing the tasks of government. TSLAC serves local governments of all sizes across the state. In the current situation, governments are experiencing tighter budgets as records and information management needs escalate. Local governments need more relevant and concrete training, and training needs to be regionally based to allow our limited staff to provide optimum training efforts, with greater availability of webinars and online data and classes. Local government Records Management Officers (RMOs) have increasing responsibilities as needs expand, requiring more support from SLRM. We continue to require more resources to meet these expanding needs, including funding for more travel to conduct regional onsite training workshops and more resources to create online classes and webinars.

B. AGENCY CHARACTERISTICS REQUIRING IMPROVEMENT

NEED FOR EFFECTIVE COLLABORATION WITH CONSTITUENT GROUPS

The Texas State Library and Archives Commission works hard to communicate effectively with its client groups. We seek even greater interaction with citizen groups, professional associations, and our clients and advisory committees to form alliances and partnerships that support our initiatives.

One role the commission fulfills is that of facilitator. As such, we actively encourage cooperation and linkages between and among different types of libraries, governments at all levels, and members of our public and ourselves. These interconnections, through electronic networks, advisory committees, support organizations and personal relationships are invaluable to our mission. We are pursuing additional opportunities for collaboration with public and private organizations in an effort to better serve our clients. Examples include the Bill & Melinda Gates Foundation, the Summerlee Foundation, the Tocker Foundation, Friends of Libraries & Archives of Texas, the Texas Historical Commission, the Department of Information Resources, the General Land Office, the Texas Education Agency, the Texas Workforce Commission, the Texas Association of Museums, the Texas State Historical Association and Texas universities such as the University of North Texas.

Our Talking Book Program works with other state agencies and departments that serve mutual client bases, such as the Texas Education Agency, the Texas Veterans Commission, and the Governor's Committee on People with Disabilities, as well as the Department of Assistive and Rehabilitative Services and the Department of Aging and Disability Services within the Health and Human Services Commission. Our staff works with public library staffs and groups within the fields of medicine, visual sciences, learning disabilities and senior services to promote the Talking Book Program to potential customers. Staff seeks opportunities to work with nonprofit groups such as the American Council for the Blind and the National Federation of the Blind to increase outreach to potential service users. Local governmental entities such as county extension agencies, city and county health departments and even chambers of commerce also provide opportunities for staff to place information about the program where potential patrons may be reached.

Our State and Local Records Management Division has established a close working relationship with the Department of Information Resources, the National Archives and Records Administration, and the National Association of Government Archives and Records Administrators to co-sponsor government employee training conferences and workshops in electronic records and information management, including the E-Records Forum and E-Records Conference, which mainly serve state agency personnel. To expand our outreach to local governments, we are working to improve electronic communication and increase regional training opportunities across the state each year. We are partnering with Texas Association of Counties, Texas Municipal League, Texas Conference of Urban Counties, County and District Clerks Association of Texas, County Judges and Commissioners Association of Texas and the Texas Historical Commission to form a Local Government Records Storage Task Force. This task force will analyze and draft records storage rules applicable to local governments and consistent with the provisions of Government Code 441.025 and Local Government Code 203.048. We hope the task force will also lead towards improvement of communication with local governments.

After responding to Hurricanes Katrina and Rita, the Records Management Assistance unit of the commission's State and Local Records Management Division actively sought collaborative solutions to coping with future disasters. We have entered into partnerships with the Federal Emergency Management Agency and the Texas Division of Emergency Management to provide training to Texas government agencies on the protection and preservation of vital records in case of disaster. We participated in the FEMA-funded Intergovernmental Preparedness for Essential Records (IPER) project with the Council of State Archivists to deliver training to state and local governments regarding protection of records before, during and after disasters and other emergencies. We must continue to nurture and expand these opportunities. In partnership with other agencies, we must provide our state and local governments with the tools to prepare for and, if necessary, respond to calamity. That includes the preservation of vital government records, which are essential to the restoration of civic and community life in the wake of natural or manmade disaster.

The Texas Heritage Online project that the agency initiated has forged partnerships with libraries, archives and museums interested in digitizing their cultural heritage collections. We recently completed work with this community on a "Train to Share" grant that IMLS awarded to TSLAC in 2008.

The Archives and Information Services Division faces a particular challenge to our public service function. During the Zavala building renovation, many members of the public came to view our library and archive as closed, rather than providing curtailed access. We must work diligently with all customer groups to encourage the active use of full collections and services.

DOCUMENT RECOVERY

Texas has lost hundreds of official historical government records, particularly from the colonial, republic and early statehood periods, from its public archives; many have ended up in private collections. The Texas State Library and Archives Commission is deeply concerned about the number of official state and local government records, many of which once resided in the Texas State Archives, that have begun to appear for sale in auction catalogs and on eBay and other commercial websites. The disappearance of government records into private hands deprives the

public of access to important historical information that helps us understand the history of our state and nation. These records document government actions for citizen review. The inappropriate transfer of such records into private hands greatly restricts access to them, which in turn hampers government accountability.

During the last several years TSLAC, with much-needed assistance and cooperation from the Office of the Attorney General, has managed to recover a significant number of records illegally alienated from state custody. Because the sale and auction of such records is expected to increase, TSLAC must increase its efforts to track those sales and continue to work closely with the Attorney General's Office to recover those records. Because the commission does not have adequate staff to monitor eBay, other auction websites and the catalogs of document and manuscript dealers, we must enlist the support of county historical commissions, local historical societies and interested individuals to alert TSLAC of any proposed sale or auction of government records.

C. KEY OBSTACLES

SPACE

Archives and Information Services

Renovation of the Lorenzo de Zavala State Archives and Library Building was completed in May 2010 and the renovated building was dedicated in November 2010. The new compact shelving provided marginal growth space for only two to three years of accessions. The renovation funding did not permit construction of any additional, and greatly needed, storage space to house the large volume (approximately 30,000 cubic feet) of archival records stored offsite at the State Records Center. In the FY2012-2013 budget, the Legislature provided \$215,000 to assist TSLAC in securing adequate storage for those records. We worked with the Texas Facilities Commission to explore the possibility of turning part of the Talking Book Program warehouse, located next to the State Records Center, into an offsite storage facility to house these records and as well as large, incoming accessions from state agencies. Unfortunately, this option was found to be economically unfeasible.

Almost no storage space remains at our Sam Houston Regional Library and Research Center in Liberty. As a short-term solution, movable shelving was installed in 2010; however, it does not address the storage needs for large artifacts and oversized documents such as maps and architectural drawings.

AGING INFRASTRUCTURE

The State Records Center Complex on Shoal Creek has major problems with electrical/mechanical and sewage systems, some caused by aging while others are the result of poor design and construction. Consequently, utility costs for the building are far higher than they should be. Consulting engineers estimated replacing or retrofitting the mechanical and electrical systems and making the State Records Center more energy efficient would cost between \$2.8 and \$3.4 million, depending on the extent to which state-of-the-art energy saving systems are included in the retrofit. We requested funding for the retrofit from the 79th Legislature as part of the funding request for the Lorenzo de Zavala State Archives and Library Building renovation, but the final appropriation was for the latter project only. The Texas Facilities Commission did

secure funding for upgrades to the State Records Center Complex and other state buildings from the 80th Legislature, but the amount allocated to the center (estimated at \$2.8 million) is not likely to solve the myriad deficiencies at the site.

The first round of deferred maintenance for the State Records Center Complex started in 2009. The second round will begin in FY2012, with completion targeted in FY2013. This project is funded by appropriations to the Texas Facilities Commission. It will involve additional work on heating and cooling systems and associated controls. There will also be improvements to electrical and plumbing systems.

The Sam Houston Regional Library and Research Center in Liberty, has its own pressing needs. A review by the State Office of Risk Management identified a need for emergency lighting in the archival storage area and stairwells; lack of this basic safety feature poses a risk to staff in the event of an emergency. The site also lacks exterior lighting on the buildings, parking area, driveway and grounds. This poses a risk to staff and visitors entering or leaving the property before sunrise or after sunset, prohibits responsible use of the facilities for educational uses after dark and is a risk to the security of the buildings and collections. The SORM review also recommended that the agency work with a qualified consultant to determine whether the damaged floor tiles in the research room contain asbestos; if so this will be a major renovation project and will also likely impact other public service and office areas with the same flooring. Additional needs on the property include fire suppression and alarm systems, the removal of dead and diseased trees, re-digging of drainage ditches, re-pavement of the driveway, replacement of the gate and installation of security fencing. The commission will be actively involved in studying and guiding responses to these SORM recommendations.

STAFFING

While government shrinks because of revenue restraints, the expectations of our customers do not. The volume of demand for services exceeds the ability of our staff to deliver them, despite improvements in efficiency. The advent of the computer led many to predict that offices of the future would be paperless. The opposite has happened. We generate far more paper than ever before. Similarly, the use of such strategies as web-based learning, designed to meet the needs of our customers, also serves to stimulate the desire of our clients for more and faster services.

Archives and Information Services

The historic understaffing of our Archives and Information Services Division undermines our ability to carry out activities related to our core role of Preserver. With limited staff, we must assign priorities to meet pressing demands. Since the early 1990s, we have had no staff or resources to devote to preservation or conservation of our materials. In November 2009 we added our first professional conservator to the staff, along with a new state-of-the-art Conservation Lab, constructed with private funding as part of the Zavala renovation. The fully equipped lab offers a wide variety of treatment options for bound and unbound materials. These options are scalable for individual items or larger collections. Records are prepared for research as resources permit. Part of the preparation process includes appraising state agency records to determine those that have no long-term value and can be de-accessioned and destroyed. The backlog of records in need of appraisal and preparation is growing faster than our staff can assess them. Consequently, the commission is retaining more records in the State Archives than

necessary. If we are not allocated additional staff soon, we may be forced to require that state agencies retain such records themselves, and bear the costs of their ongoing maintenance, preservation and access. In addition to imposing a serious financial burden on state agencies, such a situation could easily result in information of enduring value being lost because of accidental or deliberate destruction. Delaying appraisal, description and ongoing preservation—three central functions of an archive—are unfortunate but necessary choices, given the current level of agency funding.

Researchers are interested in using our collections at their convenience. Currently, services hours are the traditional Monday through Friday, 8 a.m. to 5:00 p.m. Additional staff positions would be required to provide comprehensive services during extended evening and weekend operating hours.

In order to serve state officials and employees, we must be open traditional work hours. However, most members of our largest customer group, the general public, also work traditional hours. Extended hours are needed to satisfy growing requests to better serve the public's information needs. An increase of four staff would allow 48 service hours per week.

All state records are subject to requests for information under the Texas Public Information Act. The Act makes no distinction between "processed" and "unprocessed" records. When unprocessed records are requested at the State Archives, they must be reviewed by archivists for information that may be withheld from public disclosure. An already extremely time-consuming and intensive review becomes more so when the records have not been arranged and described.

Our knowledge of the documentation of electronic records of archival value is almost nonexistent. Agencies continue to create complex relational databases, geographic information systems and other increasingly sophisticated electronic records. Records retention requirements for electronic records must be addressed in the planning and design stages of new information systems. Agencies need assistance in determining what has archival value and should be transferred to the State Archives for permanent retention, and what should be retained permanently within the agency in accordance with requirements for their storage and access, as determined by the commission. Our Archives and Information Services Division does not have enough trained professional archivists to identify and appraise those systems. Further, we do not currently possess the necessary hardware and software to permit transfer of and access to the content of those records.

A recent report submitted to the Minnesota Legislature by that state's chief information officer noted, "Information technology innovation has resulted in an exponential increase in the production and accessibility of government records and makes proper planning for their management increasingly critical. Not having a plan to solve a problem does not make the problem go away." Additional staff with the requisite knowledge and skills is needed to develop a viable and effective plan for dealing with the long-term management and preservation of the small, but highly important percentage of archive-worthy electronic records. Any such planning for the acquisition and preservation of archival electronic records will need to involve the Department of Information Resources and the data center services vendor.

Library Development and Networking

Greatly reduced staffing as a result of budget reductions limits the ability of our Library Development and Networking Division to deliver services at a level that meets our customers' needs and expectations. The use of distance learning technology raises expectations for more training opportunities in a variety of formats. Continuing Education and Consulting staff are also coordinating more training opportunities in support of TexShare programs for public and academic libraries, and to meet the need for training on new technology. In addition to public libraries, academic and school libraries increasingly ask for consulting assistance, placing additional demands on existing staff. We simply lack the personnel to provide these services at a level that meets customer expectations. The demand for services to school libraries is an additional concern. To effectively serve this large group, the division would need additional staff and resources. Assisting libraries in providing new services to Texans through technology, such as the Plinkit project, also requires staff resources and expertise.

Libraries are also asking for new programs to meet the challenges of changing technology in delivering services to their patrons. Library information and materials are increasingly digital. As e-books become more popular, libraries have struggled to understand the different e-book technologies, acquire e-books effectively, and assist their patrons in using e-books. To assist libraries in meeting the e-book and electronic information challenges we must re-allocate existing resources. In addition, the e-book market and the proliferation of e-reader and handheld devices used by the public poses a challenge in understanding and interpreting Digital Rights Management. DRM is an attempt to control and limit use of hardware and software after sale. E-books that are bound to a particular reader have significant impacts on library budgets as libraries attempt to meet diverse needs.

We have reinstated competitive grant programs and reallocated staff to manage these programs. New grant programs specifically target new technology, including e-books. The division implements technical innovations to improve access to information by our constituent libraries. Much of this innovation requires knowledgeable staff and funding to implement.

Our mandate to facilitate resource sharing involves consulting with librarians to provide statewide access to TexShare database subscriptions, and ensuring timely delivery of library materials to users throughout the state. In the 2009 legislative session, statutory limitations to TexShare membership were removed, and additional constituent groups have asked to join the program as a result. No additional staff has been provided to accommodate these increases. As we work on a multi-year implementation period for our new statewide interlibrary loan system, we had the challenge of retooling interlibrary loan activities in more than 500 public libraries across the state. These activities include uploading library catalog records, installing a patron authentication system and training library staff. To successfully complete this ambitious program, considerable staff time and expertise has been expended.

State and Local Records Management

Texas governments are becoming increasingly interested in records management, and the proliferation of electronic records has made their needs more complex. But the number of records and information management professionals on our staff remains static at six. These staff are expected to provide assistance and training to 254 counties (more than 10,000 local governments) and 147 state agencies.

Local governments in particular need both basic and advanced records management assistance. Because of frequent changes in staffing and declining tax revenues in small and medium sized local governments, local officials are rarely able to come to Austin to attend training classes. We continue to develop and offer more distance learning opportunities through online meetings and web-based learning. A strong and steady demand for onsite assistance will remain; however, we will not be able to fully use this opportunity to serve our stakeholders without staff and budget increases.

Given the number of local governments and the size of the state, we need additional Government Information Analyst positions to adequately meet demand for our services from state and local governments, services that can result in substantial savings of Texas citizens' tax dollars.

Talking Book Program

Having introduced a range of digital services, including a database of downloadable audio and Braille books and magazines, the Talking Book Program is faced with retraining many staff to not only work with these new services but also to train patrons in using the new services. Higher proficiency levels in using a computer and peripherals, as well as higher levels of customer service skills are needed in the call center that is now fielding an increasing number of requests for assistance from patrons who are using computers for the first time so that they may download their reading materials. Reader's advisory, interlibrary lending, cataloging and bibliographic enhancement of automated records, and other services performed by professional librarians are needed to further facilitate patrons' full use of the physical items in the Talking Book Program's collections as well as materials available online. Staff turnover continues to be a serious concern with low salaries and lack of promotional opportunities as the primary reasons people give for leaving the program. Turnover is a particular concern in the Reader Services department, where recruitment of replacement staff with bilingual and Braille skills is difficult. This holds true for other positions needing specialized skills and experience. As the program's services continue along the path of becoming more computer and Internet-oriented, the search for more staff with higher technical skills will become greater.

PLANNING AND BUDGETING

Dramatic changes have taken place in the basic federal structure for supporting library services. The 40-year-old Library Services and Construction Act expired in 1996 and was replaced by new legislation, the Library Services and Technology Act. The law shifts the emphasis to using technology to provide networked and collaborative services, and to developing programs for underserved populations. These priorities are appropriate, and we must dramatically adapt our traditional programs for assisting public libraries to align more effectively with the LSTA priorities. The expansion of the federal program from exclusively public libraries to *all* libraries reinforces the recent direction of state programs. As a result, we have become increasingly active with the academic and school library communities. In short, the commission is in a transitional period that requires careful planning as we restructure our programs to work with all types of libraries, especially in light of a reduced budget.

A recent study has provided more information to assist in planning. In fall 2011, the Bill & Melinda Gates Foundation funded an assessment of the commission's strategic direction by the Parthenon Group. The Parthenon Group surveyed Texas libraries, analyzed agency data and interviewed staff. They evaluated current initiatives, determined comparative advantage and

determined who is best positioned to perform each initiative (including other possible initiatives). The report recommended that the agency hone and clearly articulate strategic priorities. They concluded that access to information is of paramount importance to libraries and their patrons, and that the agency should increase the proportion of budget/resources in scalable and measurable areas that support key priorities. These areas should include initiatives that take advantage of economies of scale and agency expertise.

One way we have already both expanded that client base and leveraged economy of scale is through the TexShare library resource sharing consortium. Public, academic and clinical medicine libraries make up the current TexShare membership base. The success of this program prompted other types of libraries to request TexShare membership, and statutory changes allow us to add libraries to the consortium. If this collaborative program is to grow to allow collaboration among all types of libraries, additional state funding will be required. As we transition Texas libraries to a new interlibrary loan (ILL) system, we must budget our funding to address the new system's requirements while phasing out the legacy ILL system for libraries that have not yet been updated with the new technology. The new system will be fully in place by the end of SFY2013.

D. OPPORTUNITIES

Although faced with many obstacles, we will avail ourselves of numerous opportunities to provide an expanded array of services to our diverse client groups, enhance and improve the effectiveness of our operations and play a more active role in state government in general.

ENHANCE STATEWIDE SHARING OF LIBRARY RESOURCES

Since 1997, we have managed networked resource sharing initiatives for the TexShare library consortium. Programs such as the TexShare databases, the TexShare card and the Library of Texas encourage Texas libraries to share resources while setting up parameters that protect participating libraries from a potentially burdensome loss of materials. Legislation passed by the 81st Legislature removed restrictions to TexShare membership, and TSLAC has started to receive requests to join the consortium. In order to meet the needs of an expanded membership and to sustain a robust database program, additional funding will be needed. In addition, libraries need statewide contracts for a wider range of online materials, including e-books to provide better service to Texans with these newer formats.

TSLAC coordinates statewide interlibrary loan and courier delivery services to provide library materials to Texans who need them. These services help to overcome geographic and economic challenges to delivering informational and recreational library resources to users.

ENSURE LIBRARIES HAVE THE TELECOMMUNICATIONS INFRASTRUCTURE THEY NEED

Libraries of all types struggle to provide the range of information products and services their clients need without reliable and affordable access to broadband telecommunications services. The Telecommunications Infrastructure Fund (TIF) Board provided significant funding to support the development of information infrastructure for libraries. Approximately 99 percent of the public libraries in Texas now have Internet access. TIF funding ceased several years ago, however, and libraries have struggled to maintain the information infrastructure they have.

Commission staff has worked with the Bill & Melinda Gates Foundation since 2000 to help public libraries sustain and improve public-access computing.

The Federal Telecommunications Act of 1996 established a federal Universal Service Fund, an important program that supports discounted telecommunications rates for schools and libraries. Commission staff provides information and assistance to libraries seeking to benefit from this program by delivering workshops and information on the complex application process. We also approve the technology plans required for applicants seeking funding for internal connections. Further development of this program will require consistent staff involvement to assist libraries in maximizing the benefits of these discounts. The discounts also help with the significant issue libraries face of needing to upgrade their connectivity to provide access to online resources and information to Texans.

PROVIDE INFORMATION THROUGH THE INTERNET

Since 1994, the commission has provided an effective public gateway to electronic information, including federal and state government information, commercial information databases, library resources and cultural heritage treasures of Texas libraries and museums. The TexShare online database service is a good example of the effectiveness of these services. Since FY1994, we have provided one-stop access to commercial full-text databases that enable public and state agency librarians to better serve their clients. Expanded through the TexShare program to include academic libraries and libraries of clinical medicine, this database service offers more than 15,382 journals, 205,140 primary source documents and 28,000 e-book titles. The TexShare databases are available even in the most remote rural locations across Texas.

The Library Catalog of Texas State Agencies is an important tool that provides access to more than 738,000 titles held by the commission, the State Law Library and the Texas Commission on Environmental Quality. People around the world access this information via the Internet. It is the gateway to our collections. Cataloging staff create records for items included in this valuable resource and make our collections visible to both local and international audiences.

Our Library of Texas interface provides user-friendly access to the various TexShare databases and library catalogs. Library of Texas technology is delivered through the Internet and assists Texans, no matter where they live, to more easily locate the information materials they need. The Library of Texas allows Texans, in one online search session, to identify and locate holdings in libraries and other information repositories statewide. We continue to evaluate the effectiveness of this service against new technology. Similarly, Texas Heritage Online provides seamless, integrated access to digitized primary resource materials in a variety of collections across the state. The Internet delivers this tool to the desktop, allowing researchers, students, teachers and the public access to primary resource materials held in libraries, archives and museums throughout the state.

The Texas Records and Information Locator (TRAIL), www.tsl.state.tx.us/trail, provides two important access points to electronic state government information. The primary service allows researchers to conduct a full-text search of the TRAIL archive and retrieve historic versions of electronic state publications. TRAIL conducts harvests of the state government websites every six months. The secondary service gives access to a master list of top-level Texas state agencies that provides researchers with information about web resources harvested by TRAIL and contact

information for those agencies. The Texas State Library and Archives Commission also brings higher visibility to Texas state government publications by professionally cataloging and announcing their availability through our online catalog. These materials may be used onsite or borrowed via interlibrary loan services from the Texas documents collection.

Our Talking Book Program offers an important download service via the Internet. The National Library Service's Braille and Audio Reading Download (BARD) site includes more than 26,000 books and over 50 magazines, all available for free download to Talking Book Program patrons. Patrons may use purchased digital cartridges (the same used for the digital books distributed by the Talking Book Program) or any commercial flash drive. Once enrolled for the BARD site, patrons may go to the site at any time and download as many books and magazines as they can fit on their flash drive(s). Also available is Web Braille, a collection of more than 10,000 Braille books, magazines and musical scores that may be downloaded and printed on a Braille printer or used in a Braille notebook. The National Library Service hopes to merge Web Braille into BARD later in 2012 so that Talking Book Program patrons will not have to go to two different sites to download materials.

Our Archives and Information Services Division continues to provide access to information through the Internet by accepting and answering reference questions via e-mail and by creating informative web pages. We have mounted electronic copies of our guides, or finding aids, for online archival materials through Texas Archival Resources Online (TARO), the consortium of state archival repositories hosted by the University of Texas at Austin. Links to the finding aids are available on the TSLAC's website. We host several popular databases that provide historical and genealogical data to thousands of viewers each year, including our Historic Map Collection, Republic Claims, Confederate Pension Applications and Adjutant General Service records. We also have prepared 13 online exhibits based on our archival holdings and maintain the very popular Texas Treasures site.

Library statistics and other significant resources for Texas librarians and their communities are available via the web. Library Development and Networking staff consult with thousands of library staff each year, now primarily through e-mail. The agency provides a blog and calendar of continuing education opportunities from diverse providers across the state and beyond to better provide library staff with information on opportunities to meet their needs. New technologies allow better and more flexible communication with constituents. The Library Development blog allows librarians to subscribe to and receive updates about specific agency programs and services. A Twitter feed provides brief updates of agency information.

The Plinkit project allows public libraries to have a consistent template of electronic resources from which to further develop their web presence. Each Plinkit site includes a collection of Kids & Teens resources, Spanish resources, a link to TexShare and a local events calendar. These resources help turn libraries that previously had no web presence into libraries with resource-rich websites.

State and Local Records Management continues to develop more online meeting tools and web-based classes to improve services across state and local governments. The State and Local Records Management blog, *The Texas Record*, is the main communication channel where customers can receive updates on records management training and services. We are planning to look for ways to simplify the entire records retention schedule amendment and recertification

process. We need to replace labor-intensive manual, paper-based face-to-face systems for records retention scheduling. As retention schedules become more complex, these current systems do not allow adequate functionality for use, creation and development of records retention schedules. We need to explore software technology options that will aid in the development of these schedules and rules for our external customers. Internally these technologies may also automate and streamline the creation of our agency retention schedule and the retention schedule review process.

USE TECHNOLOGY TO IMPROVE ACCESS AND PRESERVATION

Continuing advancements in information technologies, particularly in the area of digital imagery, offer libraries and archives new preservation and access opportunities. The ability to transmit digital images of unique and valuable archival resources over communications networks to users—onsite as well as in distant locations—without any wear or possible damage to the original items contributes significantly to their long-term preservation and availability.

Realizing the potential benefits of this technology, and in keeping with our longstanding efforts to make increasing numbers of our information resources directly accessible via the Internet, we have prepared 13 online exhibits that include digital reproductions of hundreds of original documents and photographic images. We have also mounted on the commission website new searchable database indexes that display search results linked to digital images of several hundred thousand documents and maps.

Our efforts to provide Internet access to our archival digital image holdings, as well as links from our website to other known Internet sources for historical and genealogical information, has caused a steady decline in the number of researchers, particularly genealogical researchers, requesting direct assistance from our reference staff. Time gained from this reduction in requests is devoted instead to continually improving our web pages, converting more archival and library materials to digital form and preparing additional online exhibits that will interpret and improve access to the unique information resources in our collections. Thus, we continue empowering the people of Texas to locate government information at any time without having to contact us or to travel to our facilities.

INCREASE EARNED REVENUES, GRANTS AND GIFTS

We will continue to take advantage of opportunities to advocate for foundation funding for historical projects of the State Archives and its regional historical resource depositories. The major obstacle to this opportunity is staff time to develop proposals for foundation grants.

We also continue our efforts to attract gifts for special projects to enhance services provided by the Talking Book Program. The program has benefited from the receipt of several substantial bequests in the past. Such funds are used to improve outreach efforts and services to patrons, purchase digital cartridges, cases and supplies for digital book production, improve the breadth and quality of the book collections and meet needs not covered by current funding.

In 2001 the Friends of Libraries & Archives of Texas, a nonprofit support organization, was formed. The Friends advocate and promote our services and raise funds to expand those services. The group also fosters the development and growth of local groups to support local libraries and archives in Texas. While we consider the group still a fledgling in terms of capital and

membership, the future of the Friends is promising, and we anticipate growth in its support over the next several years.

The Friends group launched an endowment campaign in March 2012 in cooperation with the Austin Community Foundation. The goal is to establish a \$100,000 Texas Historical Preservation Endowment dedicated to saving Texas history. For every four dollars the Friends raise, the Austin Community Foundation will contribute one dollar. The campaign will run for the next four years.

EXPLORE ALTERNATIVES FOR SERVING UNSERVED POPULATIONS

Legislation that permits the creation of library tax districts has helped to increase the availability of library service in unserved and underserved areas of Texas. Commission staff also actively help communities that want to start libraries by offering consulting assistance and information about funding sources. While a new library district law passed in 2005 further increases the options available to local jurisdictions, a constitutional amendment is needed for communities to be able to exercise this option.

Partnering with existing local libraries to extend services to Texans without library service is another approach. This does carry the challenge of overcoming geographical, administrative and political obstacles, including the frequent lack of a local entity with which to work. Alternative methods of service delivery, such as electronic information networks, electronic document delivery and resource sharing, can be extended to the unserved, especially in isolated rural areas.

ESTABLISH STATE INFORMATION POLICY

We will continue to take a leadership role in working with other state agencies, both directly and through the Records Management Interagency Coordinating Council and other bodies, to establish sound state information policies and programs. Policies must be adopted that will ensure the development and implementation of recordkeeping systems using information technology to manage the state's electronic records as effectively as its paper records have been managed. Effective policies will help ensure electronic records are preserved according to approved retention schedules and archival requirements. We will play a key role in this arena because of our staff's specialized skills in records management and organizing information, our advocacy for equitable public access to government information and our relationship with local government and state agency records management programs and state agency, university and public libraries.

State and Local Records Management staff collaborate with DIR and other state agencies and have developed a Social Media Toolkit. This toolkit includes standards and sample policies for use of social media in state agencies. These standards will enable agencies to develop and implement an effective social media strategy and to participate in social media activities while complying with applicable records management and open records laws and rules.

The Texas State Library and Archives Commission is joining with libraries, museums, archives and other institutions statewide to provide online access to cultural heritage resources. Texas Heritage Online has established standards and "best practices" for digitization efforts, provided educational context for these materials and built a gateway for access to the digitized collections. Through this program, we are able to coordinate our efforts with that of other institutions at the

state and federal level and to promote cost-effective methods for making digitized content available on the Internet.

IMPROVE COST-EFFECTIVENESS AND EFFICIENCY IN GOVERNMENT RECORDKEEPING

At a time when expanded demand for government services is challenged by limited resources, we will continue to assist in the development of records management programs in Texas government offices, providing cost savings of millions of tax dollars. Cost avoidance for government record-keeping can be dramatically improved through the use of retention schedules to dispose of obsolete government records, low-cost storage of inactive records, organization of active records for easy retrieval and appropriate use of recordkeeping technologies. Dependable, time-sensitive accessibility to records is critical for sustaining services to Texans and improving the accountability of government operations.

Given the small number of personnel charged with delivering records management training and assistance to thousands of Texas governments, we must continue to actively explore any and all means to increase our level of service to those governments without compromising the quality of that service. The Records Management Assistance unit is developing new training classes, online tools and streamlined processes to improve communication and services to state and local governments.

Establishing an electronic records/archives program is a high priority. The state is generating more and more electronic-only/born-digital records each year that are in danger of being lost because the Texas State Archives does not have the resources to acquire and preserve permanent, historical and archival records. We will need the capabilities to handle large GIS records as well as databases, spreadsheets, email files, Word documents, PDF files, Power Point presentations and similar electronic records in use by state agencies today. We also need to incorporate web 2.0 formats that state officials and agency staff are starting to use, such as Flickr, Facebook, Twitter and blogs.

Planning for the implementation of an electronic records/archives program will take several months to complete and will include communicating with electronic records specialists at other state records and archives organizations, as well as reviewing standards and program development in national agencies such as the National Archives and Records Administration, the National Association of Government Records & Archives Administrators and the Society of American Archivists. We will need to evaluate existing systems, coordinate with partners to discern best practices and research and plan for technology requirements including system hosting and recovery. We will also need to develop a practical method for estimating the ongoing scope and rate of growth that such a system will require. The role of the electronic records/archives specialist will have to be developed. Once planning is complete, we will need funds for a pilot program to fully test the implementation plan. The electronic records archive program will require additional funding and resources to establish and maintain.

PREPARING FOR DISASTER

An outcome of the aftermath of Hurricanes Katrina and Rita was a heightened awareness of the relevance of libraries within communities and the importance of safeguarding local government

records. Since responding to the hurricanes, TSLAC has actively sought collaborative solutions to preparing for and coping with future disasters.

The TSLAC has entered into active partnerships with the Federal Emergency Management Agency (FEMA) and the Texas Division of Emergency Management to provide training to Texas government in the protection and preservation of vital records in case of disaster. In FY2011 SLRM participated in the FEMA funded Intergovernmental Preparedness for Essential Records project with the Council of State Archivists by delivering webinar training to state agencies and local governments. We must continue to nurture and expand these opportunities. In partnership with other agencies, we must provide our state and local government agencies with the tools to prepare for and, if necessary, to respond to calamity. That includes the preservation of vital government records, which are essential to the restoration of civic and community life after natural or manmade disaster. SLRM offers classes in Emergency Preparedness, which covers vital records and business continuity, and Managing Electronic Records, which discusses issues such as governance, security and information management for electronic records. These classes and other classes on various records management topics are currently offered in-person and online.

E. RELATIONSHIP WITH LOCAL, STATE AND FEDERAL ENTITIES

The commission has a statutory advisory structure to support our work with local governments and state agencies.

The **Electronic Grants Advisory Committee** consists of nine representatives from the Electronic Grants Technical Assistance Work Group charged with gathering input from users of the electronically searchable central database of state grants (part of the TRAIL service) and advising the commission regarding development of the database.

The **Electronic Grants Evaluation Committee** consists of five public members who annually evaluate operation of the electronically searchable database of state grants (part of the TRAIL service).

The **Electronic Recording Advisory Committee** develops and recommends rules to the commission that permit county clerks to receive and record documents, especially in county real property records, by electronic means. The 19-member committee is comprised of a mixture of state officials, county clerks and judges and representatives from the title industry.

The **Records Management Interagency Coordinating Council** is comprised of the elected or appointed heads of seven state agencies or their designees. The council reviews each member agency's activities affecting the state's management of records, studies other information technology and records management issues and reports its findings and any recommended legislation to the governor and Legislature every two years. The council is not technically an advisory committee to the commission; however, we carry out many of the council's recommendations through our existing rulemaking authority.

The **Library Systems Act Advisory Board** has a membership of five librarians to advise on library accreditation and implementation of the Library Systems Act. The **Library Services and Technology Act Grant Review Panel**, **Texas Reads Grant Review Panel**, and **TexTreasures**

Grant Review Panel have diverse members representing the Texas library community to provide peer review of competitive grant applications and to make recommendations for award.

The **TexShare Advisory Board** consists of 11 individuals, two each representing state-supported colleges and universities, community and junior colleges and private universities and colleges; two members of the general public; two public library representatives; and one member at large. This board advises us on all aspects of the operation of the TexShare library resource sharing consortium. Our strategic partners at Education Service Center 20 attend board meetings and provide insights and information into school library issues and needs.

The **TexShare Working Groups** provide advice on diverse aspects of the TexShare program, including electronic resources, the card program, courier service, and Library of Texas.

The **Continuing Education Advisory Panel** has representatives from diverse libraries from around the state to provide advice on the statewide continuing education program.

The **Texas Historical Records Advisory Board** works to ensure the comprehensive and efficient preservation of the state's unique documentary heritage, including state records, local government records and historical manuscripts. The governor appoints two citizen members. The director and librarian appoints six remaining members, each with demonstrated experience in the administration of government records, historical records or archives. The state archivist serves as the board's coordinator.

The **U.S. Government Printing Office (GPO)**, under authority of the Depository Library Act, distributes publications of the federal government to designated libraries. As one of only 50 regional depositories in the nation, our agency permanently maintains and provides free access to more than 1.5 million items produced by the federal government.

The **State Data Center (SDC)** Program is one of the U.S. Census Bureau's longest and most successful partnerships. The program was begun in 1978, creating partnerships between the 50 states, District of Columbia, Puerto Rico, the island areas and the Census Bureau to make data available locally to the public through a network of state agencies, universities, libraries and regional and local governments. Texas joined the SDC in 1979; our agency was designated as one of the core affiliates.

Library of Congress Our Talking Book Program is a member of a nationwide network of libraries providing service to people with disabilities. The National Library Service for the Blind and Physically Handicapped is a division of the Library of Congress and provides thousands of books, playback equipment and adaptive technology that would otherwise be unavailable to Texas readers with disabilities. The program is able to ship materials free of charge under the United States Postal Service's label of "free material for the blind and physically handicapped."

Our Talking Book Program continues to seek alliances with groups that serve the same client base. These groups include other state agencies such as the Division of Blind and Visually Impaired Services, non-profit service groups such as the National Federation of the Blind and non-profit businesses such as Learning Ally (formerly Recording for the Blind and Dyslexic). The program also has good working relationships with public libraries throughout the state. Even minimal contact with other groups such as these helps our Talking Book Program improve the service it delivers to our patrons.

Commission staff works with a range of non-governmental entities. We support statewide endeavors such as the Texas Book Festival. We provide consulting services for funding entities such as the Tocker Foundation, the Seawell-Elam Foundation and the Bill & Melinda Gates Foundation to assist them in developing guidelines for grant programs, scoring grant proposals and supporting libraries in carrying out their grant-funded projects.

F. AVAILABLE KEY TECHNOLOGICAL, CAPITAL, HUMAN AND COMMUNITY RESOURCES

- Our educated and motivated staff—our greatest strength and without whom we could not fulfill our mission
- Our library and archival collections, without which we would be unable to achieve our mission. These include the State Archives and our Sam Houston Regional Library and Research Center, the U.S. and Texas Documents collections, Research and Texana collection, the Genealogy Library, the Library Science Collection and the Talking Book Program collection
- Our Integrated Library System, hosted by SirsiDynix, without which we would have no online catalog and therefore no access to the library collections, and limited access to the archival collections mentioned above. Our micrographics services and the records storage services of our State Records Center
- Our volunteers, whose efforts are critical to meeting the program goals of the Talking Book Program and the Archives and Information Services Division. Volunteers in the Talking Book Program donated **18,936 hours in FY2010**, and in **FY2011 donated 19,229 hours** of work, the equivalent of approximately **9 and 9.25 FTEs**. ARIS volunteers donated 1059.75 in FY2010 and 1015.75 in FY2011
- Our cooperative and collaborative working relationship with numerous state, local and federal officials and staff. Among these are records management officers and librarians in state agencies; local government records management officers; the directors and staffs of the public, academic and school libraries in the state; and network division staff at the National Library Service
- Our partnerships with public, academic and school libraries and other cultural heritage institutions, which provide opportunities for us to share resources, manage costs and improve access to information for all
- Our robust local area network, connected with broadband access to the Internet.
- Our access to the OCLC WorldCat, the world's largest network of library content and services
- Our relationship with the Texas Library Association and its members who assist us in developing programs of service that meet the needs and expectations of Texas residents
- Our Friends group, the Friends of Libraries & Archives of Texas, and its members, who support our initiatives through financial and volunteer contributions
- Our participation in the Plinkit Consortium, which provides technical and procedural support as well as best practices input to our project

TECHNOLOGY INITIATIVE ASSESSMENT AND ALIGNMENT

1. Initiative Name: Name of the technology initiative.	
1. PARTICIPATE IN THE CONSOLIDATED STATE DATA CENTER SERVICES PROGRAM AS MANDATED BY HB1516.	
2. Initiative Description: Brief description of the technology initiative.	
As mandated by HB1516, a vendor team was awarded a contract with the state to provide data center services at the two consolidated state data centers. The Texas State Library and Archives Commission is one of 27 state agencies mandated to use these services. All of the agency's servers were transitioned into the Austin state data center in 2007. The objective of the data center project is to achieve more efficient use of information technology through server consolidation, better technology refresh, and better use of state agency resources.	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
Data Center Consolidation Project	On-going
(Informational Project – IT Daily Operations)	On-going
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Objectives A.1; A.2; B.1; C.1; and D.1 are supported. This initiative supports all agency objectives since it relates to all agency application, utility, and web servers at the state data center and these resources are required by all agency staff to complete their mission.	
5. Statewide Technology Priority(s): Identify the statewide technology priority or priorities that is/are related to the technology initiative, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
<p>P1, P2, P3, P4, P5, P6, P7, P8, P9, P10</p> <p>All of the statewide technology priorities relate to this initiative which impacts all of our technology resources at the state data center. For example, the initiative facilitates our internal data management and data sharing with funding sources. It also supports our legacy applications and our ability to remotely access our systems at the data center.</p>	
6. Guiding Principles for Technology: As applicable, describe how this technology initiative will address the following statewide technology guiding principles:	
<ul style="list-style-type: none"> • Connect – expanding citizen access to services • Innovate – leveraging technology services and solutions across agencies • Trust – providing a clear and transparent accounting of government services and data 	

- Deliver – promoting a connected and agile workforce

Connect – this initiative allows citizens to access state agency information and online licensed databases through our website and the TRAIL system; allows citizens with visual disabilities to access services of our Talking Book Program; provides a forum for public communication with our agency.

Innovate – allows TSLAC to leverage data center services via the DIR contract

Trust – supports our web servers which provide reliable access to agency information and online resources while protecting patron privacy.

Deliver – supports the ability of our staff to connect remotely to agency resources at the data center and provides robust connections among our three facilities.

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through this technology initiative.

Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements

Operational efficiencies - the consolidated data center services allow agency staff to focus on mission-relevant activities while vendor staff support the information resources and provide an avenue for the timely refresh of the technology; customer satisfaction is enhanced with the ability to provide reliable services and access to information;

the agency's information resources are secured behind firewalls at the state data center and data center staff monitor and address security issues; and

the agreement with the technology vendor at the state data center provides an avenue for the agency to bring in project management and technology expertise to assist in new projects.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement this technology initiative.

The first five years of the consolidated data center initiative were plagued with vendor staff shortages and limited skill sets which were difficult for the vendor to overcome. This resulted in poor service delivery and the awarding of the contract to another vendor in 2012. DIR and the customer agencies have worked to ensure that previous problems are not repeated with the new vendor.

1. Initiative Name: Name of the technology initiative.

2. PARTICIPATE IN THE DIR NEGOTIATED TECHNOLOGY CONTRACTS FOR IT COMMODITIES AND OTHER OPPORTUNITIES TO OBTAIN TECHNOLOGY PRODUCTS AND SERVICES AT THE BEST POSSIBLE PRICE.

2. Initiative Description: Brief description of the technology initiative.

The Texas State Library and Archives Commission adheres to all DIR technology acquisition requirements and purchases IT commodities through the DIR negotiated contracts. We utilize the Texas Agency Network (Tex-AN) for communications services as well as the Capitol Complex Telephone System. We also take advantage of educational pricing for technology products and services when these are available to us. We utilize Software as a Service (SaaS) contracts as the service delivery option for some of our critical library systems, with DIR approval, having determined this option is the most cost effective and the one that provides the best quality support for these systems.

TSLAC is charged by Government Code 441.223 “to facilitate joint purchasing agreements for purchasing information services and encourage cooperative research and development information technologies.” TexShare is a vehicle through which we fulfill this obligation and provide a consolidated efficient procurement process. Consolidating buying power at the state level enables us to offer Texans more electronic content for less money. Three subcomponents comprise the purchasing/access component of this program. (1) Funded through a combination of state general revenue, federal funds, and local library cost share, the TexShare core database service provides over 15,382 journal titles, 205,140 primary source documents, and 28,281 unique e-book titles to almost 700 Texas public, academic, and medical libraries. In 2012, it would have cost the 700 libraries participating in the TexShare core database program \$97 million to purchase the database subscriptions that were purchased by the library for \$7,042,558. (2) Through the TexSelect program, the library negotiates discounted pricing with database vendors; TexShare member libraries may use local funds to purchase subscriptions to these databases at substantial “TexSelect” discounts. In FY2011, the TexSelect program saved Texas libraries almost \$42.4 million.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency’s Information Technology Detail.

Name	Status
(Informational Project – IT Daily Operations)	On-going
Acquisition and Refresh of Hardware and Software	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

Objectives A.1; A.2; B.1; C.1; and D.1 are supported. All agency objectives are

supported through the use of these technology contracts for goods and services.

5. Statewide Technology Priority(s): Identify the statewide technology priority or priorities that is/are related to the technology initiative, if any.

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|--|--|
| <ul style="list-style-type: none">• P1 – Cloud• P2 – Data Management• P3 – Data Sharing• P4 – Infrastructure• P5 – Legacy Applications | <ul style="list-style-type: none">• P6 – Mobility• P7 – Network• P8 – Open Data• P9 – Security and Privacy• P10 – Social Media |
|--|--|

P1, P2, P3, P5, P6, P7, P9, P10. The technology contracts included in this initiative relate to our use of cloud computing, management and sharing of our data, support our legacy applications and our remote access and internal network; assist in providing adequate security and privacy for our technology resources, and even our interactive news forum for the TexShare program.

6. Guiding Principles for Technology: As applicable, describe how this technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

Connect – this initiative is critical for providing citizens access to electronic databases as well as state agency information and services.

Innovate – the SaaS contracts allow several state agencies to share critical library resources; the TexShare electronic database program allows these information resources to be leveraged at considerable savings to some 700 Texas libraries and communities across the state. Other contracts all us to leverage partnerships with other states, groups, and organizations to jointly invest in technology solutions that improve services to our customers and the general public.

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through this technology initiative.

Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements

The benefits of this technology initiative include the availability of critical library systems through the SaaS contracts and the very cost effective availability of electronic information to Texans across the state through the TexShare program. Benefits also include the efficient use of public funds for the acquisition at the lowest possible cost of IT commodities that are essential for the delivery of these services.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement this technology initiative.

The major barrier that impedes this initiative is the lack of funds to sustain robust levels of electronic resources to the citizens of Texas.

1. Initiative Name: Name of the technology initiative.

3. MAINTAIN AN INFORMATION RESOURCES SECURITY PROGRAM THAT ADHERES TO ALL TAC 202 SECURITY STANDARDS.

2. Initiative Description: Brief description of the technology initiative.

The information resources used by the Texas State Library and Archives Commission are critical assets that must be protected from misuse. TSLAC complies with all the information resources security standards of the Texas Administrative Code, Title 1, Part 10, Chapter 202. An internal auditor is contracted to conduct an annual review of the library's TAC 202 security program and report findings to the governing body of the TSLAC. The agency's security program has been successful in preventing unauthorized access to its information resources since its implementation in 2002. The security program's parameters were adjusted in 2007 when our servers were migrated into the consolidated state data center and the vendor technicians assumed responsibility for the direct support of these resources. Physical access to information resources is also controlled. TSLAC maintains and updates its security policies and procedures and conducts technology risk assessments to identify and mitigate risk to our resources. We have up-to-date business continuity and disaster recovery plans in place. In addition, the library coordinates with the DIR Security Office to conduct annual Controlled Penetration Tests and web application scans to identify and address potential vulnerabilities. Agency staff coordinates with the state data center staff and/or the library system vendors as needed to remediate identified vulnerabilities.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
(Informational Project) IT Daily Operations	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

Objectives A.1; A.2; B.1; C.1; and D.1 are supported. All business and support units of the library require secured and reliable access to our information resources and all require that our data be protected, therefore, all agency objectives are supported by the information resources security initiative.

5. Statewide Technology Priority(s): Identify the statewide technology priority or priorities that is/are related to the technology initiative, if any.

- | | |
|--|--|
| <ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications | <ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media |
|--|--|

P1, P2, P3, P4, P5, P6, P7, P8, P9, P10

This IT security initiative relates to all of the statewide technology priorities because it addresses security controls across all our information resources which are required for all business and support operations at the library as well as for our patrons and customers.

6. Guiding Principles for Technology: As applicable, describe how this technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

Connect – this initiative ensures that services available to our citizens are secure, reliable, and accessible.

Innovate – as the agency increases the web technologies it uses to address the needs of our customers, security controls become even more important to ensure the availability of our services.

Trust – ensuring the security, reliability and availability of our resources and information directly relates to this guiding principle.

Deliver – our information resources security program ensures that library staff has the ability to safely connect remotely to library resources.

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through this technology initiative.

Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements

The benefits of this initiative include the operational efficiency that comes from having secured and reliable connectivity to our information resources; citizen satisfaction is addressed by ensuring the information they access through our information resources is not altered through intentional misuse and that our systems are clean of any agent that may harm their own systems. The requirement to comply with security standards ensures that our security program will continue to be current and effective.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement this technology initiative.

Our information resources security program continues to be effective in protecting our resources. TSLAC has a small technology team that maintains the security program while also addressing all of the agency's technology needs. However, TLSAC has no identified budget for information resources security so the technology team must address security issues within the limited daily operations budget and continues to struggle to meet the increasing demand for security and other technology-related services.

1. **Initiative Name:** Name of the technology initiative.

4. MAINTAIN ALL WEB CONTENT COMPLIANT WITH RELEVANT WEB AND ACCESSIBILITY STANDARDS.

2. **Initiative Description:** Brief description of the technology initiative.

The agency's web content is compliant with relevant web and accessibility standards. TSLAC has a designated Accessibility Coordinator and an Accessibility work team who coordinate our compliance with TAC 206 and TAC 213 accessibility standards. Many of the agency's publications are available in multiple formats; the vast majority of the web content appears in HTML or PDF format. In 2012, the library deployed a redesigned website with improved navigation and better searching of content, and which helps ensure compliance with updated accessibility guidelines. The agency is also promoting accessibility for non-state government websites, including websites for local government agencies and public libraries that receive federal and state funding through TSLAC programs.

The agency promotes life cycle management of its own, and of the entire state government's online digital information through TRAIL, the Texas Records and Information Locator (www.tsl.state.tx.us/trail), a service to capture, preserve and provide on-going access to web content of all Texas government web sites. The TRAIL service performs automated harvesting and provides full-text indexing of captured state agency websites. TSLAC is confident that the vendor, a national leader in web preservation efforts, will continue to improve its software and storage capabilities, to spearhead efforts addressing rapidly changing technology in the web environment, and to advocate the adoption of its open source-based file format as an acceptable standard for the preservation of web content. Agency staff frequently review and update TRAIL's list of top-level state government agencies to ensure that users are able to locate easily state agency web sites.

3. **Associated Project(s):** Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
(Informational Project – IT Daily Operations)	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going

4. **Agency Objective(s):** Identify the agency objective(s) that the technology initiative supports.

Objectives A.1; A.2; and B.1 are supported. Increased library use by Texans with disabilities, and improved information services are all supported by this initiative to comply with web and accessibility standards.

5. **Statewide Technology Priority(s):** Identify the statewide technology priority or priorities that is/are related to the technology initiative, if any.

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|--|---|
| <ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management | <ul style="list-style-type: none"> • P6 – Mobility • P7 – Network |
|--|---|

- P3 – Data Sharing
- P4 – Infrastructure
- P5 – Legacy Applications

- P8 – Open Data
- P9 – Security and Privacy
- P10 – Social Media

P1, P2, P3, P8 relate to this initiative. Agency services and information must be accessible via the web to everyone who seeks these services and information.

6. Guiding Principles for Technology: As applicable, describe how this technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

Connect – ensuring the accessibility of our web content improves our citizens’ ability to obtain and use these resources

Deliver – accessibility ensures that our own staff with impairments can use our information resources to accomplish their mission.

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through this technology initiative.

Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements

The productivity of our staff with impairments is facilitated by following accessibility standards for technology.

Customer satisfaction is improved because our information and services are accessible to them.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency’s ability to successfully implement this technology initiative.

The agency staff was significantly reduced as a result of the 2011 budget reduction. This means there is fewer staff available to assume responsibility for more and more tasks. In this case, the tasks include testing products and services for accessibility. These tasks are added to their already full workload. While TSLAC will continue to work to address accessibility issues, the increased workload will eventually translate to task prioritization that will impact our accessibility efforts.

1. **Initiative Name:** Name of the technology initiative.

5. PROVIDE STATEWIDE RESOURCE DISCOVERY SYSTEMS AND OTHER TOOLS TO HELP MAKE AGENCY AND PUBLIC DATA ACCESSIBLE TO TEXANS.

2. **Initiative Description:** Brief description of the technology initiative.

In FY2011, the Library Development and Networking Division launched a new "Find A Library" application which leverages the agency's Texas Library Directory Database to create a user-friendly tool for Texans to search and find libraries by ZIP code, city, county, or library name. From each results page, users can view a library's electronic contact information; a map showing the library's location; and other information about the library's participation in TexShare resource sharing programs. The Find-A-Library application is linked from the agency's website.

In accordance with our mandate to provide leadership in collaborative efforts to supply Internet access to digitized cultural resources, we continue to digitize archival and library resources and host them on our website. By the end of FY2011 we had more than 604,100 digital images of original archival documents available online to researchers from TSLAC alone. Online exhibits showcase some of the most significant documents from our collections of Texas history and provide historical background and interpretive information. Our goal is to develop at least one new exhibit every 15-18 months, as well as add images of original documents to existing online databases and develop new online databases to selected series of archival state records and our photograph collection, thereby enabling thousands of teachers, school children and others to easily find information. Efforts to add significantly greater numbers of images continue to be hampered by higher-than-anticipated costs of server storage for these images, which now reside on servers maintained at the consolidated data center. We have scanned thousands of archival documents for preservation purposes and to increase access to some of our more visual holdings, but server storage limits the number of images we can add to our website. To conserve space we currently make only low resolution images available for public viewing. The budgeted server space cannot accommodate our tiff files (scanning master file) so these files are currently housed on several terabyte drives attached to archival staff computers, with backup drives located offsite at the State Records Center. The 2012 Data Centers Services contract with the new vendor team may offer a solution with the projected lower cost for storage.

The Archives and Information Services Division (ARIS) is exploring a new collaboration with the Texas General Land Office – swapping conservation work on GLO maps and documents for scans of our oversize materials, such as muster rolls. Since we currently pay the GLO to scan oversize materials, this collaboration would save us money and provide needed benefits to both partners.

TSLAC has worked to develop and enhance a resource discovery tool, Library of Texas, that permits library patrons to search across 155 public and academic library online catalogs and most of the TexShare databases. In addition, patrons may use this tool from home, school, and office. Making digital information available is only useful if the public has proper tools to find and retrieve needed information.

Over the past year and a half, TSLAC has worked with 38 public library partners to implement an \$11 million Broadband Technology Opportunities Program grant from the National

Technology and Information Administration in the U. S. Department of Commerce. The Technology Expertise, Access and Learning for All Texans (TEAL) project is upgrading and adding new computers to 155 public computer centers statewide as well as upgrading broadband and training end users to use online resources efficiently and effectively. Making information available electronically to Texans only works well if they have the skills to access and use this information.

Over the past year, we have developed a close working relationship with Connected Texas, also funded with a BTOP grant. Connected Texas has mapped broadband availability in the state, has surveyed to determine the rate of adoption of broadband, and works with local governments on community engagement. Connected Texas has supported our efforts to improve public libraries as public computing hubs in communities across the state and to train local citizens to use computer resources.

Network technology has opened possibilities for shared services among client groups who were once served by separate agencies such as the Texas State Library and Archives Commission, Texas Higher Education Coordinating Board and Texas Education Agency. ARIS is reestablishing our partnership with the Texas State Historical Association (TSHA) by collaborating with them on making educational resources available to secondary students through their website, including the 7th grade lesson plans ARIS developed in partnership with the Education Service Center Region 20 in 2011 and our Historic Maps database. These collaborations should continue to flourish.

The agency is partnering with the Texas Court Records Preservation Task Force and the State Bar of Texas to develop web-based preservation training for county and district clerks; training would later be made available to all local records officials.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
(Informational Project – IT Daily Operations)	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

Objectives A.1 and B.1 are supported by this initiative.

5. Statewide Technology Priority(s): Identify the statewide technology priority or priorities that is/are related to the technology initiative, if any.

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|--|--|
| <ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications | <ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media |
|--|--|

P3- Data Sharing relates directly to this initiative.

6. Guiding Principles for Technology: As applicable, describe how this technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

Connect – this initiative improves our citizens’ access to our information
Innovate – the library works with Texas On-line to share state agency directory information and works with other state agencies to identify opportunities for collaboration projects to make digital resources available.

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through this technology initiative.

Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements

Operational efficiencies – Collaborative efforts continue to provide opportunities to make more digital resources available to our citizens.
Citizen/customer satisfaction (service delivery quality, cycle time) – Texans who need to find a local public library for access to public computing resources and information can do so quickly.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency’s ability to successfully implement this technology initiative.

The ability of Texans to connect quickly and easily to web based resources depends on strong and sufficient network connections and network resources that are reliably online. Even with successful collaboration with other entities, making digital resources available to our citizens will continue to be hampered by the lack of sufficient funding for storage, staffing, and technology refresh.

1. Initiative Name: Name of the technology initiative.	
6. ENHANCE STAFF PRODUCTIVITY BY PROVIDING REMOTE ACCESS TO INFORMATION RESOURCES AND LEVERAGING SOCIAL NETWORKING AND COLLABORATION TOOLS WITH DUE CONSIDERATION TO SECURITY ISSUES.	
2. Initiative Description: Brief description of the technology initiative.	
<p>The State Library will continue to explore technologies that can enhance staff productivity. Currently, the agency provides remote access to network resources to its staff. Virtual Private Network (VPN) access is available with management approval to staff when they are required to work remotely. Agency laptops are made available to staff when they travel or work from home. In addition, the library provides access to email via agency smart phones and/or personal smart phones. Access to agency resources via these mobile devices is controlled by information resources security policies and technical staff.</p> <p>Program staff uses web-based courseware, webinar, and teleconferencing tools to conduct and participate in training opportunities and business meetings. In addition, staff utilizes collaboration tools for projects such as developing grant applications. Staff uses blogs, Twitter, and other social networking and cloud computing tools for communication internally and externally.</p>	
3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.	
Name	Status
(Informational Project – IT Daily Operations)	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Objectives A.1; A.2; B.1; C.1; and D.1 are all supported by this initiative. Remote access to agency resources and the use of web training tools and social networking are all significant services used by the different service programs of the agency.	
5. Statewide Technology Priority(s): Identify the statewide technology priority or priorities that is/are related to the technology initiative, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
P1, P2, P3, P4, P6, P7, P8, P10 are technology priorities related to this initiative.	
6. Guiding Principles for Technology: As applicable, describe how this technology initiative will address the following statewide technology guiding principles:	
<ul style="list-style-type: none"> • Connect – expanding citizen access to services • Innovate – leveraging technology services and solutions across agencies • Trust – providing a clear and transparent accounting of government services and data 	

- Deliver – promoting a connected and agile workforce

Connect – Social Networking tools facilitate our citizens' access to the library's information and services

Innovate – collaboration tools allow agency staff to work on projects with other organizations

Deliver – collaboration tools and remote access facilitate availability of our resources for staff

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through this technology initiative.

Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements

Operational efficiencies are realized by the use of collaboration tools.

Customer satisfaction is improved by using social networking to increase the methods by which our citizens can reach out to us for information and services.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement this technology initiative.

The library's significantly reduced budget will continue to limit our ability to expand the use of collaboration tools.

1. Initiative Name: Name of the technology initiative.

7. PROTECT THE PRIVACY AND CONFIDENTIALITY OF ADMINISTRATIVE AND ARCHIVAL RECORDS FOR STATE AGENCIES THROUGH PROPER INFORMATION ASSET MANAGEMENT PRACTICES.

2. Initiative Description: Brief description of the technology initiative.

The Texas State Library and Archives Commission is responsible for protecting the privacy and confidentiality of the information in its own administrative records as well as those archival records transferred to it from numerous agencies. In that regard, staff in the agency's Archives and Information Services Division have prepared a manual, "Public Information Act Procedures of the Texas State Archives," that describes confidentiality and privacy provisions in the Texas Public Information Act (PIA) and provides information on other federal and state statutes and administrative rules governing access to public records. Access to most agencies' records, as well as this agency's records, is governed by the provisions of the Texas Public Information Act. The State Archivist, who directs the agency's Archives and Information Services program, is very conversant with the privacy and confidentiality provisions of the PIA. Numerous other agency staff, including program managers, archivists, and records managers, routinely attend the annual training workshop presented by the Office of the Attorney General on the Texas Public Information Act. Commission members, the agency director, and the state archivist have all taken the statutorily required video training program on the Public Information Act. In addition, the director of the agency's Administrative Services Division and the head of the agency's Human Resources Department have received training regarding the Health Insurance Portability and Accountability Act and the Family Educational Rights and Privacy Act, and are familiar with the privacy and confidentiality provisions of those statutes.

As part of the Texas State Library and Archives Commission's TAC 202 information resources security program, the agency implemented a comprehensive set of Information Resources Security Policies which includes the agency's Data Management Policy. This policy describes data classification and the roles of data owners, custodians, and users. All staff members are required to review and acknowledge their understanding of the security policies that directly apply to end-user computing. In addition, the technology team uses the library's Intranet to regularly post information on end-user security to improve staff's security awareness. The IRT Division maintains a network firewall and enforces strong user authentication safeguards and coordinates its work with the consolidated state data center to prevent unauthorized access to and protect the confidentiality of the agency's records in electronic format.

The State Library's Information Resources Manager (IRM), the State Archivist, and the Manager of Human Resources have the responsibility to review and update all relevant policies and procedures, including the information resources security awareness program, to ensure that the State Library continues to have effective controls for the security of its data.

Staff from the Texas State Library and Archives Commission worked with staff from the Office of the Attorney General and other state agencies to develop the guidance document, "Electronically Stored Information and the New Federal Rules of Civil Procedure." The document is published and distributed in CD-ROM format by the Office of the Attorney General. All appropriate TSLAC staff, including the agency's designated Records Management Officer, the agency's Records Manager, and all of the agency's archival staff have studied and use the guidance document. As noted in that guidance, a good records management system is

the key to successful e-discovery. In that regard, the agency's Records Retention Schedule was recently re-certified. The agency has established E-mail management policies and procedures, and the agency's records manager has recently completed E-Mail management training for staff that had not received it previously. The agency will continue to review and update its policies and practices to ensure that it is in the best position to meet future open records and e-discovery requests.

In the fall of each year, TSLAC co-sponsors an eRecords conference with the Department of Information Resources. Designed to bring Records Management Officers and Information Resources Managers together to talk about electronic records issues of mutual interest and concern, the conference covers a wide variety of topics aimed at improving state agency activities related to effective electronic records management.

In addition, TSLAC is recruiting currently for an eRecords/eArchives staff member who can work with state agencies and the Records Management Interagency Coordinating Council to propose a statewide plan for electronic records management.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
(Informational Project – IT Daily Operations)	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going

4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.

Objectives A.1; A.2; B.1; C.1; and D.1 are supported. All agency objectives are support by this initiative which includes the efficient use of information asset management practices.

5. Statewide Technology Priority(s): Identify the statewide technology priority or priorities that is/are related to the technology initiative, if any.

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| <ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications | <ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media |
|--|--|

Statewide technology priorities P2, P3, P9 relate to this initiative.

6. Guiding Principles for Technology: As applicable, describe how this technology initiative will address the following statewide technology guiding principles:

- Connect – expanding citizen access to services
- Innovate – leveraging technology services and solutions across agencies
- Trust – providing a clear and transparent accounting of government services and data
- Deliver – promoting a connected and agile workforce

Connect – this initiative promotes the secure availability of state agency information for our citizens.

Innovate – the staff of the Archives work with the Office of the Attorney General to promote effective management of electronic information assets.

7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through this technology initiative.

Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements

Operational efficiencies, quality service delivery, and security improvements are all benefits of this initiative which promotes effective management of electronic information assets. The agency's efforts under this initiative ensure compliance with the Public Information Act and promote the security of sensitive information.

8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement this technology initiative.

The professional staff of the State Archives work to ensure that sensitive information is protected by the use of appropriate information asset management practices. The need for these efforts will continue to increase as the amount of information that must be protected and managed continues to increase. The State Archives must have adequate staff and adequately-trained staff to meet this need.

1. Initiative Name: Name of the technology initiative.

8. COLLABORATE WITH BUSINESS PARTNERS AND SHARE INFORMATION BY PROMOTING THE USE OF INTEROPERABILITY STANDARDS, PRESERVING WEB CONTENT OF STATE AGENCIES, AND PROVIDING RESOURCE DISCOVERY SYSTEMS.

2. Initiative Description: Brief description of the technology initiative.

Data sharing with other entities is one area where TSLAC provides outstanding leadership. TSLAC has promoted the use of interoperability standards for data sharing among libraries, government agencies, and a variety of cultural heritage institutions. Among the standards promoted by TSLAC are Z39.50, a library specific protocol documented in the Z-Texas profile (www.tsl.state.tx.us/ld/projects/z3950/tzigprofilerelease30.html), the Search and Retrieve by URL (SRU) protocol and the NISO Metasearch XML Gateway protocol (www.niso.org/publications/rp/RP-2006-02.pdf), and lightweight OpenSearch formats (www.opensearch.org/Home).

In FY11, the Library Development and Networking Division began collaborating with the Houston Area Library Automation Network (HALAN) for maintenance of The Library of Texas project. HALAN is now under contract for the day-to-day operations of the Library of Texas, an ongoing service that allows users to discover and retrieve desired information from multiple library catalogs and licensed databases using a single search interface. At present, the Library of Texas searches through the catalogs of 94 public libraries, 61 academic libraries, and 41 TexShare commercial databases. Many search results from the TexShare databases will include the full text from the original article, satisfying information needs right away.

Also during FY11, operations of Texas Heritage Online (THO) were contracted out to the University of North Texas, another strategic business partner. THO is a search service that enables cross-search of cultural heritage materials from libraries, archives, museums, government agencies and other institutions. It includes documents, photos, oral histories, music and film, and other formats of content. This service is particularly targeted at K-12 educators and students as well as other researchers, including historians and genealogists. Texas Heritage Online is a project designed to increase collaboration and data sharing among cultural heritage institutions.

The agency is part of a six-state collaboration, Plinkit, to provide a simple Content Management System-based library website template for public libraries without the capacity to develop and maintain a library website. This program gives the patrons of over 200 public libraries in Texas access to information about their library and its resources via the Internet that they would not otherwise have.

We have mounted electronic copies of our finding aids to archival materials online through Texas Archival Resources Online (TARO), a consortium of archival repositories throughout the state, hosted by the University of Texas at Austin. Links to the finding aids are available through the ARIS section of the Library's website. We host several popular databases that provide historical/genealogical data to thousands of viewers each year, including our Historic Map Collection, Republic claims, Confederate Pensions, Civilian Conservation Corps drawings and Adjutant General Service records. We also have prepared fifteen online exhibits based on our archival holdings and maintain a very popular Texas Treasures site.

3. Associated Project(s): Name and status of current or planned project(s), if any, that support the technology

initiative and that will be included in agency's Information Technology Detail.	
Name	Status
(Informational Project – IT Daily Operations)	On-going
Acquisition and Refresh of Hardware and Software	On-going
Data Center Consolidation Project	On-going
4. Agency Objective(s): Identify the agency objective(s) that the technology initiative supports.	
Agency Objective A.1 is supported by this initiative. These agency efforts support the agency goal to improve the availability of library and information services through the strategy of sharing library resources among libraries statewide and the strategy of aiding in the development of local libraries.	
5. Statewide Technology Priority(s): Identify the statewide technology priority or priorities that is/are related to the technology initiative, if any.	
<ul style="list-style-type: none"> • P1 – Cloud • P2 – Data Management • P3 – Data Sharing • P4 – Infrastructure • P5 – Legacy Applications 	<ul style="list-style-type: none"> • P6 – Mobility • P7 – Network • P8 – Open Data • P9 – Security and Privacy • P10 – Social Media
P3 – these initiatives of the Library Development and Networking Division support the statewide technology priority of Data Sharing.	
6. Guiding Principles for Technology: As applicable, describe how this technology initiative will address the following statewide technology guiding principles:	
<ul style="list-style-type: none"> • Connect – expanding citizen access to services; • Innovate – leveraging technology services and solutions across agencies • Trust – providing a clear and transparent accounting of government services and data • Deliver – promoting a connected and agile workforce 	
Connect – the initiatives of the Library Development and Networking Division allow citizens to find and use library resources remotely.	
7. Anticipated Benefit(s): Identify the benefits that are expected to be gained through this technology initiative.	
Types of benefits include:	
<ul style="list-style-type: none"> • Operational efficiencies (time, cost, productivity) • Citizen/customer satisfaction (service delivery quality, cycle time) • Security improvements • Foundation for future operational improvements 	
Citizen/Customer satisfaction is increased with the improved access to these services as a result of these initiatives.	
8. Capabilities or Barriers: Describe current agency capabilities or barriers that may advance or impede the agency's ability to successfully implement this technology initiative.	
Budget cuts have reduced the available resources (staff and funds) to manage and develop these projects.	

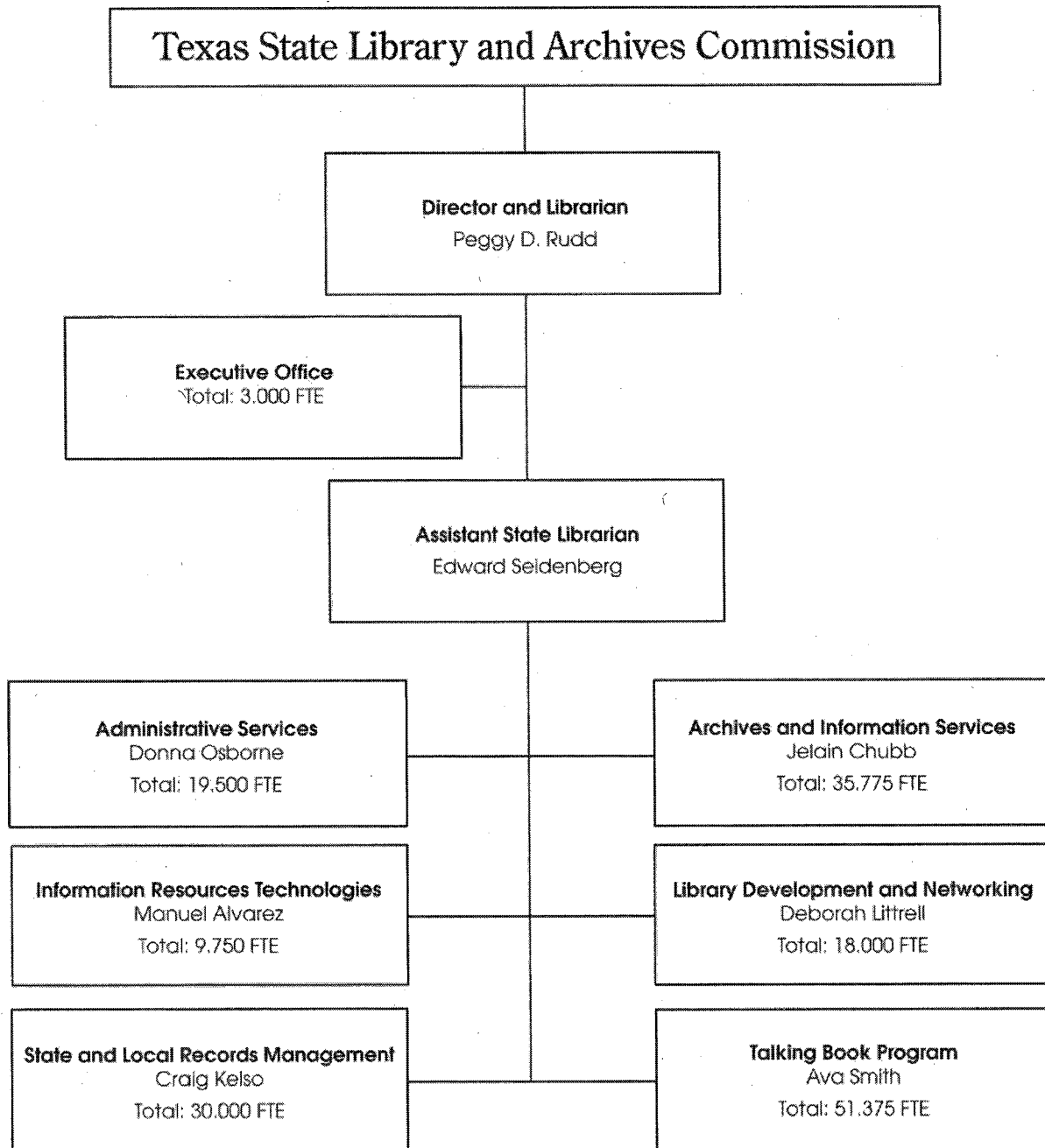
AGENCY'S PLANNING PROCESS AND TIMETABLE

- Nov. 14, 2011** Commissioners held a strategic planning session in preparation for the 2013-2017 Agency Strategic Plan.
- Nov. 29, 2011-Jan. 7, 2012** The director and librarian conducted five focus group interviews at the agency's Sam Houston Regional Library and Research Center in Liberty, Texas. These interviews were designed to gather public opinion on SHC programs and services, to provide a forum for the exchange of ideas and concerns, and to improve communication. Input from the focus group interviews informed the development of the agency's strategic plan.
- Jan.-Apr. 2012** Staff worked with independent consultants to evaluate programs and services funded by the federal Library Services and Technology Act over the past five years and administered by the Texas State Library and Archives Commission. The results of this evaluation informed the development of the agency's strategic plan.
- Jan. 9, 2012** Commissioners held second strategic planning session.
- Feb. 13-14, 2012** Senior staff held strategic planning session.
- Feb. 27-28, 2012** TSLAC hosted a Statewide Resource Sharing Summit attended by representatives of school, public, and academic libraries and libraries of clinical medicine. Discussions focused on ways to strengthen the TexShare Consortium in the wake of severe state budget reductions and the need for additional resources to meet the growing needs of students, teachers, faculty members, and the general public.
- Mar. 20, 2012** Staff launched a web-based survey of librarians to elicit feedback on strategic directions for the agency and the long-range plan for federal Library Services and Technology Act funding.
- Mar. 23, 2012** The Library Systems Act Advisory Board met; agenda included discussion of strategic directions and themes that came out of the Resource Sharing Summit.
- Mar. 28, 2012** Instructions for Preparing and Submitting Agency Strategic Plans were issued by the Legislative Budget Board and Governor's Office of Budget, Planning and Policy.
- Apr. 2012** Staff held a series of focused telephone conversations with librarians from around the state to discuss strategic directions for the agency's programs and services that support libraries.

- Apr. 17, 2012** Texas State Library and Archives Commission met; agenda included review of draft of the Agency Strategic Plan for 2013-2017.
- May 4, 2012** Agency Strategic Plan revised based on feedback from commissioners; second draft mailed to commissioners.
- Apr. 19, 2012** The director and librarian held a strategic planning session at the annual conference of the Texas Library Association.
- May 10, 2012** Posted draft Agency Strategic Plan to agency's website and invited public comment.
- May 21, 2012** The TexShare Advisory Board met; agenda included discussion of priorities for agency strategic plan and feedback on issues related to the TexShare Consortium.
- Jun. 5, 2012** Texas State Library and Archives Commission reviewed and approved the Strategic Plan.
- Jun. 6-15, 2012** Completed final revisions and formatting of plan.
- Jul. 6, 2012** Submitted Agency Strategic Plan to Legislative Budget Board, Governor's Office of Budget, Planning and Policy, etc. and posted to agency website.

AGENCY ORGANIZATION CHART

Authorized FTEs for FY12: 169.4



FIVE-YEAR PROJECTIONS FOR OUTCOMES

(Assumes Continuation of FY 2011 Funding Level)

OUTCOME MEASURES	2013	2014	2015	2016	2017
OBJECTIVE A.1					
Percent of the public libraries that have improved their services or resources.	20%	25%	25%	25%	25%
Dollar value of cost avoidance achieved by library resource sharing (millions).	\$87.6	\$89.3	\$91.5	\$93.8	\$96.1
OBJECTIVE A.2					
Percent of eligible population registered for Talking Book Program service.	4.8%	4.8%	4.9%	4.9%	5.0%
OBJECTIVE B.1					
Percent of customers satisfied with State Library reference and information services.	95%	95%	96%	96%	96%
OBJECTIVE C.1					
Percent of state agencies administering programs based on approved records schedules.	96%	96%	96%	96%	96%
Percent of local government offices administering programs based on approved records schedules.	78%	78%	78%	78%	78%
Dollar value of cost-avoidance achieved for state records storage/maintenance (millions).	\$105.0	\$107.5	\$110.0	\$112.5	\$112.5
OBJECTIVE D.1					
Percent of total dollars spent with HUB vendors.	8%	8%	8%	8%	8%

AGENCY'S PLANNING PROCESS AND TIMETABLE

OBJECTIVE A.1 OUTCOME MEASURES

Percent of public libraries that have improved their services or resources

Short Definition	Percent of improved public libraries.
Purpose / Importance	This measure is intended to show the percent of Texas public libraries that significantly improved their customer services or library resources. The goal is to improve Texas libraries, and this measure attempts to quantify the impact on library services and resources.
Source / Collection of Data	The State Library collects a wide variety of data on public libraries, and uses the data to accredit libraries. The designated data elements from each library will be compared to what it reported the previous year. The data analyzed will be that which was used to accredit the libraries in the fiscal year when the performance report is due. The data are available only annually and are finalized no sooner than late July.
Method of Calculation	The following 5 data elements for each accredited public library will be compared to what they reported the previous year: total collection (items), total reference transactions, total library circulation, total library program attendance, and total number of library visits. The percent change from the previous year to the current year will be calculated. If the percent change for a majority (3 or more) of these data elements is +5% or greater, that library will be considered "significantly improved." The total number of thus improved libraries will be divided by the total number of accredited libraries for the previous year. Libraries that do not report data for at least 4 of the 5 measures will not be included in the calculations.
Data Limitations	More than 550 public libraries are reporting a multitude of data elements each year. The accuracy of their data is contingent upon their data collection system, their understanding of the definitions of how, what, and when data are to be collected, and the number, the experience of their staff to capture the data accurately and consistently, and the ability of agency staff to identify and remedy data collection deficiencies. Some data may be estimated. Some data may be interpolated or approximated to reduce the local data collection effort. The measure provides the same weight to small library systems as to large library systems.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than Target
Priority / Key Measure	High / No

Dollar value of cost-avoidance achieved by library resource sharing

Short Definition	This is the amount of cost-avoidance realized by Texas libraries because of TexShare and the other resource sharing programs and services provided.
Purpose / Importance	This measure shows the cost savings realized through library resource sharing services. It demonstrates the economies of scale and expanded services made possible by statewide resource sharing programs.
Source / Collection of Data	Costs for individual libraries to provide access to databases are estimated from vendor's price schedules. Costs to purchase materials received through interlibrary loan and the TexShare Card program are calculated using the published average costs for books and commercial document delivery services. Costs to provide library-to-library delivery of materials are estimated by calculating the cost of postage to mail materials individually. Library resource sharing program costs include all allocable direct costs and are obtained from internal budget summaries.
Method of Calculation	<p>The agency compiles a listing of database products purchased on statewide contract, estimating the cost each library would pay for these products if libraries purchased them on their own. Participating libraries annually report the number of items circulated as part of the TexShare Card program. The number of materials delivered among libraries is reported by the commercial courier.</p> <p>Reported measure is determined by: (1) estimating the cost for participating libraries and state agencies to provide electronic access to databases, mail library materials, and purchase materials received through interlibrary loan and the TexShare Card; and (2) subtracting actual expenditures of TexShare and other sharing programs. Calculated annually.</p>
Data Limitations	Listed prices for databases reflect price quotations from vendors. Consistent cost comparisons are difficult to verify since the database marketplace changes rapidly; vendors frequently negotiate statewide discounts, and regularly offer price breaks on "package deals." Published prices for materials are industry averages based on typical printed books, and do not reflect the broad mix of materials that circulate via interlibrary loan and the TexShare Card program.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY A.1.1 OUTPUT MEASURE

Number of persons provided project-sponsored services by shared resources

Short Definition	This is the number of people who receive TexShare and other library resource sharing services.
Purpose / Importance	The measure reflects the number of Texans who benefit from TexShare and other library resource sharing services. It illustrates the impact of these cooperative programs.
Source / Collection of Data	Measures instances of use of materials, services and activities. Includes interlibrary loans requested, number of reciprocal borrowers cards issued, and the number of users of project-funded resources. A database user is counted when a person logs into a database. Web visits are tallied automatically in the report generated by the Web log analyzer used by the agency. Web statistics include database gateway services, but do not include typical Web-page browsing. Database statistics are reported by the database vendors; interlibrary loan and other transactions are submitted by participating libraries and a commercial vendor; and reciprocal borrowing transactions are reported by participating libraries.
Method of Calculation	Reported quarterly, based on computer logs or on-site counts by contract vendors, participating libraries, and the State Library. Some reports will include performance for projects funded in the previous fiscal year. Based on non-unique counts each time services are provided.
Data Limitations	Statistics from third parties are inconsistent and sometimes arrive too late to be reported. Frequently vendor-provided statistics will reflect multiple sessions when a single user accesses multiple resources. The organization that oversees standards for database statistics is discontinuing the requirement to track "search sessions" and an alternative measure to reflect persons served by databases will need to be identified in the future. The technologies involved in delivering services and in compiling service statistics are dynamic, frequently changing without advance notice.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.1.1 EFFICIENCY MEASURES

Number of days of average turnaround time for interlibrary loans

Short Definition	This is the average number of days it takes for a library to receive items requested through interlibrary loan.
Purpose / Importance	Interlibrary loan is a central component of library resource sharing. One measure of success is the average number of days it takes for a library to receive a requested item. It illustrates the success of efforts to implement ongoing process improvements.
Source / Collection of Data	This data is based on reports generated by the interlibrary loan (ILL) network vendor. Reports provided by the vendor include calculation of the average turnaround time for filled requests to borrow materials from another library. The turnaround time for an ILL request begins when a library places a request on the vendor's ILL management system and ends when the requesting library has completed the transaction by indicating on the ILL management system that the requested material has been received. Reports provide both the monthly and year-to-date average turnaround times in days and hours.
Method of Calculation	This figure reflects the average number of days it takes a library to receive requested materials from a lending library. Data is collected from reports generated by the ILL network vendor providing monthly and year-to-date average turnaround times for filled borrowing requests.
Data Limitations	The report from the vendor could be posted too late to meet the reporting deadline. If individual libraries do not properly close-out the lending/borrowing transaction, the turnaround time could be inflated because the system continues to clock the time until the transaction is closed-out. Should the vendor's calculation program become damaged or corrupted, there would be little or no ability to detect or correct this.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

Cost per book and other library material provided by shared resources

Short Definition	This is the unit cost of materials delivered via TexShare and other library resource sharing services.
Purpose / Importance	Resource sharing services dramatically expand the range of materials provided to libraries and the public. This measure shows the efficiency of the statewide resource sharing services.
Source / Collection of Data	Materials counts include interlibrary loans supplied, number of items circulated via the TexShare Card, and number of electronic documents provided by project-funded resources (includes database searching results and database gateway services, but does not include typical Web-page browsing). Costs are derived from budget summaries. Costs include all direct and allocable indirect costs in the strategy. Calculated annually.
Method of Calculation	This measure calculates a unit cost for all materials supplied. The cost of appropriate projects in this strategy is divided by the number of materials loaned or supplied by those projects. The cost of projects is based on the final budgeted grant or project amounts at the end of each reporting period, or on actual amounts, when available. Calculated annually.
Data Limitations	The reported results of this measure are not always within the complete control of the agency. For example, if the complete number of materials circulated by the TexShare card is not reported on time, the reported cost per use will be higher than actual.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

STRATEGY A.1.2 OUTPUT MEASURES

Number of books and other library materials provided to libraries

Short Definition	Measures the number of items added to library collections or provided to libraries through programs funded by the State Library and a variety of projects that support local libraries.
Purpose / Importance	This measure shows the wide range of materials made available to libraries that might otherwise not have been purchased or provided, and that help improve library services. It provides a count of materials purchased for or provided to libraries as a result of projects designed to aid or assist libraries directly. This is a count of books, subscriptions, audiovisuals, microforms,

	electronic documents and other materials loaned or supplied to libraries (includes materials purchased or provided by all projects, including books, articles, documents, instructional manuals, Library Science Collection circulations, subscriptions, and other publications). Based on non-unique counts each time materials are provided or accessed.
Source / Collection of Data	Count of books, subscriptions, audiovisuals, e-documents and other materials purchased, leased, loaned, or supplied to a library (includes items purchased by all projects: books, lateral loans, articles and documents, etc.). Counts of e-documents represent number of times project-funded resources (web pages, graphics, or other electronic documents) are used. Focuses on materials libraries would usually include in a collection, not administrative or publicity items. Traditional items purchased (print books, a/v, etc.) are counted as the library receives them. Counts of e-documents are collected through data collection software or by sampling or estimating. Web views for agency resources are tallied automatically in a report generated by the Web log analyzer used by the agency. Reported at least quarterly, based on computer logs or on-site counts and tally sheets compiled by grantees, the agency, or contract vendors. Some reports may be based on sampling or other estimating techniques. Some reports will include materials received from orders placed in the previous fiscal year.
Method of Calculation	Numbers are compiled from various projects and tallied.
Data Limitations	Item counts may include materials from orders placed in a previous fiscal year. Database and e-resources statistics may be based on estimates and sampling. Statistics provided by commercial vendors or library computer logs sometimes vary in completeness. Data may be based on sampling or estimates. Data collected from grant projects may be received too late for inclusion in a particular report.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Number of librarians trained or assisted in libraries

Short Definition	Calculates the number of librarians, library staff, local officials, and others who receive training or assistance directly from the State Library or other projects.
Purpose / Importance	This measure provides an indication of the amount of training and

	assistance provided to librarians and others to help improve library services. It counts people (1) attending or accessing instructional sessions or (2) receiving consulting assistance provided by the State Library or other projects. It provides a measure of the amount of service the strategy is providing to librarians.
Source / Collection of Data	Reported monthly or quarterly, based on on-site counts by the State Library or other projects; assistance includes help given by mail, e-mail or other electronic communications, fax, telephone, and in person. Based on non-unique counts each time assistance or instructional sessions are provided to librarians, library staffs, local officials, or others; some reports may be based on sampling or other estimating techniques. Sign-in sheets, electronic logs, or on-site counts are used to count people attending instructional sessions. Staff record the number of people to whom they provide assistance by telephone, in-person, e-mail or other electronic communications, or mail.
Method of Calculation	Data are compiled and tallied.
Data Limitations	Data may be based on sampling or estimates. Some session attendees do not register and may not be counted; electronic logs reflect those either attending or accessing instructional sessions.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Number of persons provided library project-sponsored services

Short Definition	Calculates the number of individuals who receive services through the State Library and other programs that support libraries.
Purpose / Importance	Counts number of instances persons receive services as a result of projects. Projects include grants, continuing education & consulting services by the agency, Reading Club and other project funded services. Measures use of materials, services & activities provided by projects. Includes persons: receiving materials circulated by projects, using electronic resources or services, attending project programs, Reading Club logs distributed, & direct use of other funded services. Also includes number of instances someone accesses an electronic information resource; focuses on materials libraries would usually include in a collection, not administrative or publicity items. An electronic resource or service user is counted when a

	person logs into or accesses a particular resource or service. Web visits for agency resources are tallied automatically in a report generated by the Web log analyzer used by the agency.
Source / Collection of Data	Reported at least quarterly, based on computer logs, tally sheets, circulation statistics, or on-site counts by grant projects and State Library. Some reports may be based on sampling or other estimating techniques; will include performance for some projects funded in previous fiscal year. The usage of library materials by a reporting entity may be estimated by multiplying the appropriate collection turnover rate for the most recent year by the number of materials it received from the project. Based on non-unique counts each time service is provided.
Method of Calculation	Numbers for each project are compiled and tallied.
Data Limitations	Data may be based on sampling or estimates. Available software may not completely capture electronic usage. Collection turnover rates are calculated from data reported by the local libraries. Some libraries do not use Texas Reading Club logs even though they participate in the program.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.1.2 EFFICIENCY MEASURE

Cost per person provided local library project-sponsored services

Short Definition	Calculates the cost efficiencies of services provided through funded projects.
Purpose / Importance	This measure calculates the cost effectiveness of providing local library project services. It demonstrates fiscal responsibility and the ability to provide effective service efficiently.
Source / Collection of Data	The cost of projects is based on the final budgeted grant or project amounts at the end of each reporting period. The cost of appropriate projects is divided by the number of persons provided local library project-sponsored services.
Method of Calculation	Final budget figures are divided by the number of persons served.
Data Limitations	Unexpended grant funds may be returned after the report is filed due to

	unfilled orders, refunds, or other accounting anomalies.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

OBJECTIVE A.2 OUTCOME MEASURE

Percent of eligible population registered for Talking Book Program services

Short Definition	This is the percentage of persons in Texas who are registered for service with the Talking Book Program (TBP), expressed as a ratio of all Texans estimated as being eligible for TBP services by virtue of a visual, physical or learning disability.
Purpose / Importance	This measure is intended to show the scope of service within the state and to indicate the program's level of success in serving as many eligible Texans as possible.
Source / Collection of Data	A count of all individual patrons who have registered for service and had a status of "active" at any time during the fiscal year is tallied by the database system.
Method of Calculation	The count of individual patrons who have been active is divided by the "Number of Texans Eligible for Talking Book Program Service" to produce a percentage.
Data Limitations	The number of Texans estimated as eligible for service is calculated using a formula provided by the Library of Congress' National Library Service, but this formula has not been updated since 1979; the currency and accuracy of the census population information for Texas varies over time.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY A.2.1 OUTPUT MEASURES

Number of persons served

Short Definition	This is the total number of persons registered and actually receiving service from the program during the reporting period.
Purpose / Importance	This measure is intended to document the number of individual Texans served. It tracks program service activity and growth patterns.
Source / Collection of Data	Tallied by computer, based on date of last service as documented by the database system.
Method of Calculation	The count of persons is not duplicative, is cumulative, and is updated monthly to include new patrons becoming active and receiving service as well as established patrons receiving service for the first time during the reporting period.
Data Limitations	Patrons registered with the program occasionally receive a book or magazine from an entity affiliated with TBP without TBP's knowledge; if the item loaned to the patron is not circulated from our collection, we don't track it. If this is the only item loaned to the patron within the reporting period, the patron is not counted as having received service.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

Number of institutions served

Short Definition	This is the total number of institutions registered and actually receiving service from the program during the reporting period.
Purpose / Importance	A significant portion of Texans who meet eligibility requirements receive services from the Talking Book Program through another organization, such as a retirement home, learning resource center, library, disabled students center, or classroom in a public or private school or college. This count represents the number of institutions serving patrons.
Source / Data Collection	Tallied by computer based on date of last service in the database.
Method of Calculation	The count of institutions is not duplicative, is cumulative, and is updated monthly to include new institutions becoming active and receiving service as well as established institutions receiving service for the first time during

	the reporting period.
Data Limitations	Institutions registered with TBP occasionally receive a book or magazine from an entity affiliated with TBP without TBP's knowledge; if the item loaned to the institution is not circulated from our collection it is not tracked in the database and if it is the only item loaned to the institution within the reporting period, the institution is not counted as having received service.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Low / No

STRATEGY A.2.1 EFFICIENCY MEASURES

Cost per person served

Short Definition	This is the unit cost to provide service to each individual patron and institution served during the reporting period.
Purpose / Importance	This measure evaluates cost efficiency of the program; changes in cost per person can reveal an increase or decrease in overall efficiency.
Source / Collection of Data	Computer tracks expenditures and persons/institutions served and unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriated funds are divided by the number of individual and institutional patrons served.
Data Limitations	The limitations associated with the "Number of Persons Served" and "Number of Institutions Served" are relevant for this measure since its calculation includes the counts for those two output measures. Total expenditures may change slightly after the time this calculation is performed at the close of the fiscal year, but the changes would be negligible.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

Cost per volume circulated

Short Definition	This is the unit cost to circulate each volume, including books and magazines, to patrons throughout the reporting period.
Purpose / Importance	This measure evaluates the cost efficiency of the program; changes in cost per volume circulated can reveal an increase or decrease in overall efficiency.
Source / Data Collection	Computer tracks expenditures & volumes circulated; unit cost is calculated manually.
Method of Calculation	The total direct costs from appropriate funds are divided by the number of volumes circulated.
Data Limitations	The limitations associated with the "Number of Volumes Circulated" measure are relevant for this measure since its calculation includes the count for that output measure. Total expenditures may change slightly after the time this calculation is performed at the close of the fiscal year, but the changes would be negligible.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

OBJECTIVE B.1 OUTCOME MEASURE

Percent of customers satisfied with State Library reference & information services

Short Definition	Quarterly surveys will be used to measure the level of customer satisfaction.
Purpose / Importance	This measurement provides an assessment of the level of customer satisfaction in regard to the overall availability and delivery of information services and serves as an indication of the extent to which improvements are needed.
Source / Collection of Data	The agency will survey all persons who contact any of the four reference units of the Archives and Information Services (ARIS) Division for reference or research services on one day each quarter. Survey days will vary, but will be held during the third week of each quarter. All individuals surveyed will be given an opportunity to provide additional comments

	including complaints or suggestions for improvement. No personal information will be requested as part of the survey. That day, customers having contact with staff at any of the four units located in the Austin and Liberty facilities via on-site visits, telephone, or written requests will be asked if they are satisfied with the services they received; the survey will be administered when the response to the customer's request is provided.
Method of Calculation	To compute a percentage of satisfied customers, the number of persons who respond "yes" will be divided by the total number responding for that day.
Data Limitations	Customers may indicate dissatisfaction with the services received when informed that a requested resource is either unavailable or simply does not exist. Respondents may mark more than one score (these will be considered non-respondents).
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1 OUTPUT MEASURE

Number of assists with information resources

Short Definition	The number of times program staff assistance is provided to customers seeking information; the staff will provide customers with information resources or informational responses.
Purpose / Importance	The measure provides an indication of the degree of success achieved in continually improving services to customers and a measure of staff effectiveness in maintaining familiarity with internal and external resources. Customer assistance involves the knowledge, use, recommendation, interpretation of, or instruction in the use of one or more information resources by a staff member; directing a person to a source outside the agency known to possess the desired information; or, verifying that the information requested is not available.
Source / Collection of Data	Staff counts all onsite information resources used by customers or by staff assisting customers, as those materials are returned to their original locations. Staff also counts those contacts where the provision of information does not involve the use of onsite resources.

	The assistance to customers includes responses to reference questions received by mail, phone, fax, e-mail, or in person and resources provided for self-directed searches. Onsite information resources include individually numbered containers of archival documents and items assigned and retrieved by means of a unique/locator number. External resources include libraries, institutions, organizations, or individuals, as well as databases, library catalogs, and other electronic information. Web-based document views are tallied by the Web log analyzer used by the agency. Daily counts are tallied on a monthly basis.
Method of Calculation	The monthly total of customers assisted without the use of onsite information resources is combined with the monthly total of information resources used onsite to assist customers and the number of Web-based document views of this program's information.
Data Limitations	Information resources might be returned to their original locations by non-staff members, which would result in an undercount of usage. A failure or "glitch" of the software used to analyze Web use may result in an inaccurate count.
Calculation Type	Cumulative
New Measure	Yes
Desired Performance	Higher than target
Priority / Key Measure	High / Yes

STRATEGY B.1.1 EFFICIENCY MEASURE

Cost per assist with information resources

Short Definition	A unit cost figure is derived by dividing the total of all appropriate direct costs by the total number of assists with information resources.
Purpose / Importance	This unit cost figure is an important tool for measuring the overall efficiency of providing ready access to information.
Source / Collection of Data	Staff maintains individual documentation of number of assists with information resources; this is calculated and reported monthly. Applicable direct costs are determined annually using data derived from the state accounting system.
Method of Calculation	The cost to assist with information resources is calculated by subtracting the costs of purchasing published materials, appraising, accessioning and processing archival or other documents for current and future use from the sum of all direct costs and dividing by the total number of assists with

	information resources by staff who provide service from all four collections.
Data Limitations	Two of the collections use full counts while two others employ a combination of full counts and statistical sampling in gathering data.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Low / No

STRATEGY B.1.1 EXPLANATORY MEASURE

Number of Web-based information resources used

Short Definition	The number of times Web-based information resources provided by the Archives and Information Services (ARIS) Division are accessed by customers. Web-based document views (defined as the number of static Web pages accessed and does not include pages, forms, or search queries) will be considered as Web-based information resources.
Purpose / Importance	This measure provides an indication of the degree of success of the agency's efforts to improve access to information by continually making new access tools and information resources available via the Internet, including full-text information, links to other Web pages, and digital reproductions of original archival materials.
Source / Collection of Data	Web document views are tallied automatically in a monthly report generated by the Web log analyzer used by the agency.
Method of Calculation	The total number of Web documents used is calculated by the Web log analysis software.
Data Limitations	A failure or "glitch" of the software used to analyze Web use may result in an inaccurate count.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Low / No

OBJECTIVE C.1 OUTCOME MEASURES

Percent of state agencies administering programs based on approved records schedules

Short Definition	This is the percentage of state agencies that have submitted records retention schedules and have had the schedules approved, as required by Government Code §441.185.
Purpose / Importance	This measure tracks the level of compliance with state records management laws and reflects the agency's efforts to procure compliance. Compliance with records management laws improves public access to government information, provides for government accountability, and fosters cost-effective government recordkeeping practices.
Source / Collection of Data	Approved records retention schedules are maintained in paper and evidence of approval is entered into a database. The number of agencies is determined at the beginning of each fiscal year. Agencies that are administratively supported by and receive their funding through the appropriated budget of another state agency are considered part of the supporting agency. State universities and colleges that are part of a university or state college system are considered part of the system. The Texas County and District Retirement System and the Texas Municipal Retirement System are state agencies by the Government Code §441.185.
Method of Calculation	Divide the total number of state agencies with approved records retention schedules by the total number of state agencies. Calculated monthly.
Data Limitations	In every session of the Legislature, agencies are created, abolished, or combined with other agencies; thus, the total number of state agencies fluctuates unpredictably from biennium to biennium.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

Percent of local government offices administering programs based on approved records schedules

Short Definition	This is the percentage of local governments that have, in accordance with the Local Government Code §201.041: (1) submitted a records control schedule and have had the schedule approved; (2) adopted the records retention schedules issued by the State Library and Archives Commission; or (3) declared that all records will be maintained permanently.
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Purpose / Importance	This measure tracks the level of compliance with the Local Government Records Act of 1989 and reflects the agency's efforts to ensure compliance. Compliance with the act improves public access to government information, provides for government accountability, and fosters cost-effective government recordkeeping practices.
Source / Collection of Data	Documents demonstrating compliance are maintained in paper and evidence of compliance is entered into a database. The agency determines at the beginning of each fiscal year the total number of local governments subject to the Local Government Records Act with sources provided by other state agencies and government associations.
Method of Calculation	Divide the total number of local governments in compliance by the total number of local governments. Calculated monthly.
Data Limitations	New local governments are created each year and some are abolished; thus, the total number of local governments fluctuates unpredictably from year to year.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Dollar value of cost-avoidance achieved for state records storage/maintenance

Short Definition	This is an estimate of the total costs avoided by Austin-area state agencies from using the State Records Center.
Purpose / Importance	This measure is an indicator of dollars saved by removing non-current records of Austin-area state agencies from high-cost office space and placing them in the low-cost State Records Center.
Source / Collection of Data	The estimated cost to store a cubic foot of records in Austin-area office space is determined at the beginning of each fiscal year from data provided by the Texas Facilities Commission, formerly the General Services Commission, (lease office space and filing equipment costs) and the Appropriations Act (file clerk salaries). The number of cubic feet stored in the State Records Center is taken from Output Measure C.1.1 (Number of cubic feet stored/maintained). Records Center costs include all direct and allocable indirect costs in the strategy and are derived from internal budget summaries and databases.
Method of Calculation	The cost to store a cubic foot of records in office space is multiplied by the number of cubic feet of records in storage at the State Records Center.

	Records Center storage and maintenance costs are subtracted from the office environment storage and maintenance costs to determine the total net cost-avoidance to the state. Calculated monthly.
Data Limitations	The cost per cubic foot to store and maintain records in an office environment varies from agency to agency, depending on the cost of their building and the level of staffing employed. An overall estimated average is used; no effort is made to weight the average based on the number of cubic feet each agency stores in the Records Center.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	High / No

STRATEGY C.1.1 OUTPUT MEASURES

Number of state and local government employees assisted or trained

Short Definition	This is the number of state agency and local government employees receiving consulting or training services in records and information management from the agency.
Purpose / Importance	This measure indicates the level of need and interest by state and local government officials in records management and in complying with the state and local government records management statutes. This measure also reflects this agency's efforts to provide training and consulting services to stimulate the continued growth of records management in Texas government.
Source / Collection of Data	Staff complete electronic consulting and training logs maintained in a database on a daily basis. Calculated monthly.
Method of Calculation	The total number of persons receiving consulting is added to the total number of those receiving training services in a given month.
Data Limitations	As governments develop records management programs using new information technologies, the need for routine training and technical assistance has increased. There is a greater demand for advanced and intensive consultation and training sessions. The resulting target is not easily predictable due to variations in budget, need and interest across state and local governments.
Calculation Type	Cumulative
New Measure	No

Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Total revenue from storage services

Short Definition	This is the total amount of fees billed to customers for the records storage services provided by the agency.
Purpose / Importance	Since this agency's records storage services are provided on a full cost-recovery basis, the constant tracking and monitoring of revenues and expenses is important to ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Storage services include the physical transfer of paper, microfilm, and electronic record media from state agencies to the secure, environmentally controlled State Records Center; indexing, coding, and shelving of containers; retrieval, delivery and pick-up of records upon request; updating inventory indexes in compliance with changing records retention requirements; and ensuring the proper, final disposition of records, once retention requirements have been met.
Source / Collection of Data	Databases are used to document the volume of stored records in all formats and fees billed for storage services. The volume of stored records is updated daily and fees billed are calculated monthly.
Method of Calculation	Total fees billed for storage services as determined by end of month figures.
Data Limitations	Total revenue will vary depending on the volume of records stored by state agencies during a given fiscal year. There is nothing in state law that requires agencies to use this agency's records storage services.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

Total revenue from imaging services

Short Definition	This is the total number of fees billed to customers for the imaging services provided by the agency.
Purpose / Importance	Since the agency's imaging services are on a full cost-recovery basis, the constant tracking and monitoring of revenues and expenses is important to

	ensure fees are in line with costs. Fees are set to recover all direct and allocable indirect costs in the strategy. Microfilm imaging includes source document microfilming, darkroom operations for film processing and duplicating, quality control editing, and chemical testing of microfilm. Digital imaging includes scanning of original documents and conversion of computer output to laser disc.
Source / Collection of Data	Databases are used to track work performance and fees billed for imaging services. Work performed is updated daily and fees billed are calculated monthly.
Method of Calculation	Total fees billed for imaging services as determined by end of month figures.
Data Limitations	Total revenue will vary depending on volume of imaging work during a given fiscal year. Legislative requirements regarding the use of a contract workforce may not allow us to achieve the maximum revenue possible. There is nothing in state law that requires agencies to image records or to use this agency for imaging services if they do image records.
Calculation Type	Cumulative
New Measure	No
Desired Performance	Higher than target
Priority / Key Measure	Medium / No

STRATEGY C.1.1 EFFICIENCY MEASURE

Cost per cubic foot stored/maintained

Short Definition	This is the cost to the State Library and Archives Commission to store a cubic foot of hard copy records in the State Records Center.
Purpose / Importance	This is an important measure because it indicates the cost competitiveness of the records storage services, as well as the degree to which operating costs are controlled.
Source / Collection of Data	The total number of cubic feet stored in the State Records Center is the Output Measure C.1.1 (Number of cubic feet stored/maintained). Records center costs are derived from monthly budget summaries and databases. Costs include all direct and allocable indirect costs in the strategy. Calculated monthly.
Method of Calculation	The total State Records Center operating costs during the month are divided by the total number of cubic feet of records stored at the end of each month.

Data Limitations	The reported results of this measure are not always within the complete control of the agency. For example, if the volume of records stored/maintained exceeds target due to more agencies storing greater volumes of records, this will reduce the cost per cubic foot but will likely reduce the timeliness and quality of services due to the inability to staff the operation at a level proportionate to the demand for services. Ideally, the cost per cubic foot should remain at or near target, indicating expenses are in line with service levels. A sharp spike up in the targeted unit cost indicates operating costs are inappropriately high for the volume of work. A sharp spike down may indicate the volume of work is exceeding the program's ability to maintain acceptable service levels.
Calculation Type	Non-cumulative
New Measure	No
Desired Performance	Lower than target
Priority / Key Measure	Medium / No

WORKFORCE PLAN

I. OVERVIEW

The Texas State Library and Archives Commission believes all Texans have the right to barrier-free access to library and information services that meet personal and professional needs and interests, provided by well-trained, customer-oriented staff.

The mission of the Texas State Library and Archives Commission is to safeguard significant resources, provide information services that inspire and support research, education and reading, and enhance the capacity for achievement of current and future generations.

To accomplish our mission, we:

- Preserve the record of government for public scrutiny
- Secure and make accessible historically significant records and other valuable resources in print and electronic media
- Meet the reading needs of Texans with disabilities
- Build and sustain statewide partnerships to improve library programs and services, and
- Enhance the capacity for achievement of individuals and institutions with whom we work.

Our staff works to achieve the mission through three programmatic goals and four objectives. These are outlined below.

GOAL A

To improve the availability and delivery of library and information services for all Texans.

Objective A.1

Enable Texas libraries to avoid \$450 million of costs between 2013 and 2017 by sharing library resources

Objective A.2

Increase library use by Texans with disabilities to 10 percent of the eligible population.

GOAL B

To improve the availability and delivery of information services to state government and to persons seeking current and historical information from state government.

Objective B.1

Improve information services to state and local government offices, historical and family history researchers, and the public by achieving an annual satisfaction rating of 95 percent from customers seeking information and reference services.

GOAL C

To provide for the cost effective management of all state and local government records.

Objective C.1

Achieve a 95 percent annual record retention compliance rate for state agencies and an 80 percent annual compliance rate for local government offices.

We serve a variety of roles in state government to accomplish these goals. These roles range from Advisor to Innovator, and form the basis for our strategic planning efforts.

Our core business functions include the following:

- Support interlibrary cooperation and resource sharing programs among all types of libraries
- Provide competitive grants, technical assistance and continuing education support to improve public and academic library services statewide
- Provide access to state and federal government documents
- Provide access to specialized genealogical materials
- Provide recorded books and magazines for Texans who are blind or physically handicapped
- Provide technical assistance to state and local records managers
- Provide safe, economical storage of print and electronic records for state agencies
- Preserve historically-significant state records and documents

Due to significant reductions in the agency's appropriations in the current biennium, we do not anticipate any major changes to our mission, strategies or goals over the next five years in our state-mandated programs. The agency's authorization for Full Time Equivalent (FTE) positions dropped from 193 in the previous biennium, to 169.4 beginning in State Fiscal Year 2012, a loss of 23.6 positions. The agency's General Revenue appropriation was reduced by 65 percent over the same time frame. Along with recent cuts in state-level funding, our federal funding has likewise decreased, with a net 2013 reduction of approximately 12 percent from the 2011 allocation.

To achieve the reductions in both budget appropriation and FTE authorization, the agency consolidated the staff and operations of two program divisions, Library Development and Library Resource Sharing. In anticipation of potential future budget cuts, the agency continues to look for ways to achieve efficiencies in both staffing and operational activities while continuing to provide the level of service our customers expect.

We currently operate six program divisions: Archives and Information Services, Information Resources Technologies, Library Development and Networking, State and Local Records Management, the Talking Book Program, and Administrative Services. We do not anticipate a need to reorganize this structure in the next five years unless our funding is reduced in the upcoming legislative session.

Our agency has three independent libraries (Talking Book Program, Library Science Collection and the Reference and Information Center) operating within the agency, all of which serve separate and distinct customers. In addition, we preserve the state's archival records, store and

image other agencies' records, and provide consulting and training services to our constituent groups. Therefore, the organizational structure of the agency is departmental, and the staff structure is hierarchical within those departments. Our emphasis is on teamwork and the streamlining of staffing functions throughout the agency.

As an agency, we will continue to focus on improving service delivery to our customers and patrons with our reduced staffing levels. This includes meeting emerging customer demands for services in digitized and Spanish-language formats.

II. CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

DEMOGRAPHICS

The agency is authorized 169.4 FTEs. The table below provides details on the ethnic and gender breakdown of our agency's workforce as of February 29, 2012, by job category as defined by the Texas Commission on Human Rights.

Workforce Demographics by Job Category

Job Category	Category Total	Asian		African American		Hispanic American		White		Subtotals	
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials/Administrators	7	0	0	1	0	1	0	1	4	3	4
Administrative Support	44	0	1	3	2	5	1	16	16	24	20
Technicians	4	0	0	0	0	0	0	3	1	3	1
Service/Maintenance	1	0	0	1	0	0	0	0	0	1	0
Professionals	72	0	0	0	2	2	9	15	44	17	55
Para-Professionals	29	0	0	1	1	4	3	7	13	12	17
Skilled/Craft	3	0	0	0	2	0	0	1	0	1	2
Total	160	0	1	6	7	12	13	43	78	61	99
		1		13		25		121		160	
<i>Percent of Workforce</i>		<i>0.63%</i>		<i>8.13%</i>		<i>15.63%</i>		<i>75.63%</i>		<i>38%</i>	<i>62%</i>

Percent of Workforce

Source: TSLAC Class Chart, 02/29/2012

The threat of "brain drain" is a continual challenge for our agency. As of February 29, 2012, we have 50 employees (31 percent of the total workforce) with over 20 years of total state service; nine of these are return-to-work retirees. Of the remaining 41 employees with over 20 years of state service, 24 (or 15 percent of the total workforce) are eligible to retire during the current biennium, with another 15 employees reaching retirement eligibility within the next five years. Similarly, 70 percent of our workforce is over the age of 40, and 28 of these have more than 20 years of service with the agency. One tenured employee has been with the agency for 40 years, and an additional 10 have more than 30 years of agency service.

We will continue to explore ways to close the gap of institutional knowledge, including formalizing the agency's succession plan. Our management philosophy is to promote from within whenever there is a qualified internal candidate for a vacancy. This philosophy has been very effective, as evidenced by the many key managers and program specialists who have chosen to

advance their career within the agency. As a result, a large number of staff has acquired valuable institutional knowledge that will be difficult to replace without a formal plan.

TURNOVER AND ATTRITION

As of February 29, 2012, 32 percent of our positions were non-professional in nature and not intended to be career jobs. These positions tend to have a higher turnover rate as employees seek increased salaries and better possibilities for advancement from employment elsewhere. Many of the job tasks in these positions are repetitious and unchallenging, with little opportunity for staff to utilize their creativity. In addition, the physical work environments in our storage and circulation facilities do not foster a desire to remain in those positions for an extended period. Planned renovations to the State Records Center and Talking Book Circulation facilities in the next two years will improve the working environment somewhat, but the job task requirements will remain unchanged. As such, attrition rates for these positions will continue to be moderate to high; however, internal promotions have helped reduce the number of these staff who has left the agency to work elsewhere.

CRITICAL WORKFORCE SKILLS

In order to effectively fulfill our mission, we must recruit and retain individuals with advanced information research, organization and retrieval skills. In particular, our workforce needs the ability to integrate emerging technologies into the information management process.

We are increasingly using technology to provide information and other services in electronic formats in response to customer demands. This shift will require us to continually re-examine our existing workforce and ensure our future workforce has the skills necessary to make this shift successful. Many staff will need to attain proficiency in various applications and bring more of the work processes to their own desktop computers while staying abreast of changing technology in electronic service delivery and social media applications.

We also have a number of positions that require highly specialized skills, such as professional librarians, archivists, conservator, electronic records specialists, and government information analysts, in addition to our reduced number of IT professionals. Seventy-seven of our positions are categorized as professional. Of these, 29 require an advanced degree, and the remainder requires a bachelor's degree or a combination of college coursework and multiple years of experience.

Our movement towards digitization of books, documents and information requires non-IT staff to become proficient in this emerging technology. We are training staff in-house where possible and continue to seek web-based training opportunities as our travel funds and training budgets have been reduced due to budget cuts. Some of the technical skills currently required (microfilming, tape duplication, etc.) will no longer be necessary when we transition to the new technology. Customer demand for these new services and available technology will determine how quickly this transition is made.

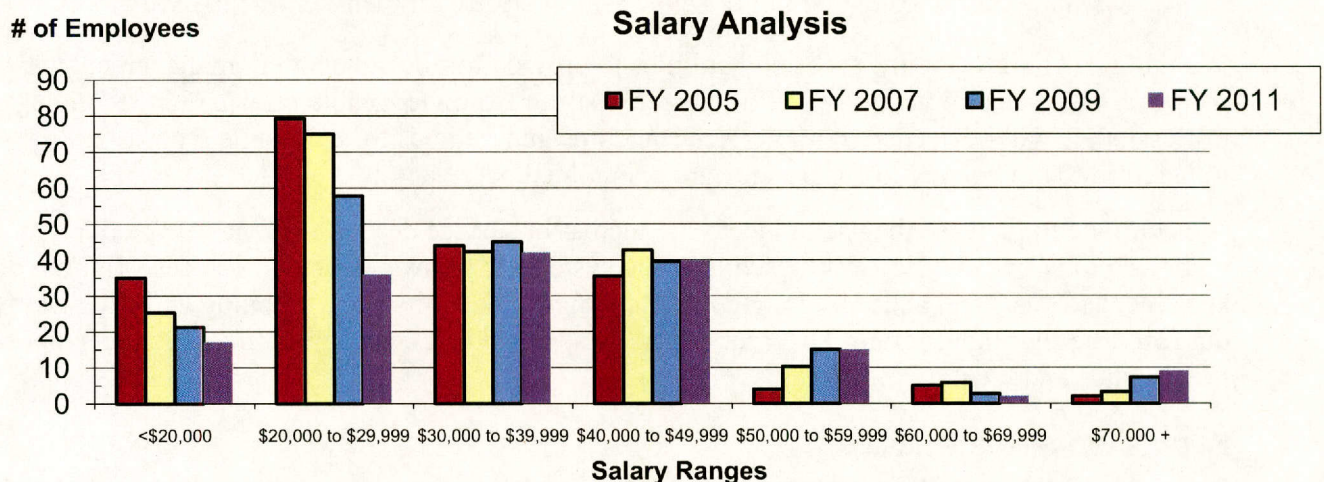
CHALLENGES RECRUITING MISSION-CRITICAL SKILLS

State agency salaries continue to lag behind the regional marketplace, particularly for positions located in the Austin area, and our agency's salaries historically have lagged behind other state agencies with no relief in the near future due to the recent budget cuts. This limits our ability to successfully recruit the most qualified candidates for some of our critical professional and

management positions. In addition, evolving job responsibilities demand a proportionately larger return in skill level, education, and ability.

Many of our jobs have become increasingly complex, and we have adjusted job responsibilities and position classifications accordingly. The need to manage and preserve electronic records has also significantly changed job tasks performed by professionals in archives and records management positions. As this is a developing career field, the available pool of qualified candidates is limited, and the prevailing salaries for these new jobs are significantly higher than traditional records management positions.

An additional challenge we face is increasing existing employee salaries comparable to what we have to offer new hires. The large number of part-time positions in the clerical series is also a challenge to raising overall salaries in our agency. Though we have been able to increase the salary levels within our agency since FY 2005, as reflected in the chart below, much of our turnover is a result of staff transferring to other state agencies to perform the same job for more salary.



Staff has acquired some of our mission-critical skills over time, such as institutional knowledge of our particular collections. Agency "experts" expedite the flow of information and maintain the high levels of customer service we strive to provide. As individuals retire, replacements with the same skills and knowledge are harder to secure for the salaries we can pay.

The increasing numbers of customers we serve have resulted in a constantly expanding workload for a reduced number of employees. This is particularly apparent in the Schedule A positions, where the salaries are lower and the tasks are more repetitive in nature. The challenge will be to keep these jobs interesting and help identify career ladders for all positions in our agency. Our succession plan will assist us in managing this concern.

As we have reduced turnover among the professional positions, we inadvertently created a lack of advancement among the entry-level positions. This paradox presents an additional challenge in implementing mentoring systems and career ladders throughout our organizational structure. Additionally, many of our higher-level positions require advanced degrees, and this also limits the career advancement possibilities for staff in entry-level positions.

III. FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

In order to fulfill our strategic plan and meet the informational needs of our customers, we must perform the following critical functions:

- Prepare, preserve and make available archival records entrusted to our agency for effective and efficient use and access
- Maintain efforts for preserving and making available library and archival materials
- provide advice and assistance to state and local government personnel on management of records and library operations
- Acquire, reproduce, and distribute large amounts of material and information to deliver program services
- Perform the duties required by our legislative mandates and maximize use of electronic media for distributing information
- Maintain our existing and future equipment to ensure efficient service delivery

We will need to develop the skills and abilities to provide for the acquisition, management and preservation of electronic records. Skilled archivists and knowledgeable information technology professionals will be needed to implement standards and policies for electronic records transferred to our agency to ensure they are maintained permanently.

We continue to increase the use of electronic media for service delivery and have effectively embraced the capability for web-based learning systems to allow customers to access training on an as-needed basis and added an initiative for collaborative digitization planning and access to our resource sharing program. This requires more advanced technical and programmatic support for our staff and local partner entities.

FUTURE WORKFORCE SKILLS

Required workforce skills over the next several years will become even more highly specialized. Digital recording, electronic records management and preservation, and archival conservation are key skills that will be increasingly required by our agency. Over the next five years, we will need to move almost exclusively to web-based and distance learning classes for our staff and our clients, which will require higher technological skills for these positions.

Customer demand for information delivered in digital formats is increasing and requires more staff at all levels within our agency to have some technical proficiency in order to fulfill these requests. In addition, staff must know and understand cutting-edge information management systems to effectively train and consult with our customers. Because we see this as a national and international work flow trend, we will require a workforce well-versed in emerging technology and practices that is able to network effectively with customers, partner organizations, vendors, and stakeholders. Staff in professional and management positions will need to apply and understand both basic and advanced technology, and the issues associated with it in the development of new services. In addition, they must possess the ability to understand, interpret, and create policies and procedures, rules and regulations, etc. so that they are able to write, edit, summarize and succinctly report information from diverse sources.

As the custodian of state government records, we anticipate an increase in the importance of the Public Information Act, particularly as it relates to access of electronic records. Our future workforce must be well-versed on the provisions of the Public Information Act in order to provide the best customer service while meeting the legal requirements of this law.

Staff in many areas will need to be skilled in electronic records applications and outputs, and have a background and/or training in the design of automated systems. Staff will also need skills in cataloging electronic documents, as well as skills in the new OCLC interface.

Technological advancements have increased the complexity of records created by government. These advancements require new equipment and computer platforms that must be deployed and supported. We will assume a wider range of technical responsibilities for projects, including systems analysis and project planning, cost estimation and resource acquisition, installation, support, life cycle maintenance, and technology refreshment, and we will need to work within the state's requirements to use the consolidated data center services.

Economic and social conditions in Texas reinforce the need to maintain the cost-efficient statewide resource sharing programs. The Hispanic/Spanish-speaking population in Texas is growing rapidly, and we must have adequate bilingual staff to meet customer needs. Demands for services, particularly in the Talking Book Program, will be impacted as the populations of both aged and disabled persons continue to increase. Our statewide TexShare database program must continue to include online research resources for the Spanish-speaking population while providing statewide access to new online resources to meet the needs for lifelong learning and workforce development.

TRAINING NEEDS

In many instances, program budgets do not allow for adequate professional training and/or development, which often requires out-of-state travel. Even with the use of distance learning technologies and the budget to accommodate that need, our current workloads and staffing levels do not allow staff time to take advantage of available training opportunities. We need to secure the resources to break out of a frustrating cycle: because staff does not have adequate training available, too much time is spent performing tasks using tedious, out-dated methods. The resulting drain on staff time prevents them from learning new skills that would save them time in the long run. We will continue to look for and take advantage of similar Internet based training opportunities.

As previously indicated, continuous, planned technology training will be critical in all program areas.

STAFFING

We have been understaffed across the agency for many years, and with recent budget and FTE authorization cuts, we expect that situation to persist. We anticipate an increase in the demand for our current services, and that technology will require us to provide increasingly complex services. Additional staff is needed to meet current challenges; the shortage will be more acute in the future.

Within the next five years, several factors will affect an increase in the population eligible for the Talking Book Program. The eligible population will be impacted by the aging baby-boom population, the rise in certain medical conditions, such as diabetes, and better testing and

diagnosis of reading disorders. We also expect more clients to join the program now that the federal authorizing agency has made new digital equipment and digital books widely available. We anticipate the need to increase staff in consulting and readers' advisory services, public outreach, and audio production services. Staff in the circulation section will need to diversify in order to handle analog, digital, and print materials.

State agencies' demand for records center services, both paper and other media, has an impact on the use of our human resources. As agencies are moving to electronic records, the need for storage of non-archival paper records has decreased. Likewise, the demand for microfilming paper records has significantly decreased with the increasing ability of state agencies to store their documents within their own resources. However, the recent authority to store local government records granted by the 82nd Legislature may compensate for the reduced state agency need for record storage.

IV. GAP ANALYSIS

SKILLS

In some cases, our current staff has the skills needed for the future or is, in many instances capable of acquiring the needed skills with minimal training or other resources. As time and fiscal resources allow, we will need to provide computer training so staff can upgrade computer skills and stay abreast of technology changes to perform essential job tasks, particularly in the creation, use, and manipulation of increasingly sophisticated databases. These skills must be available at the desktop level, and not dependent on IT staff.

A large number (68 percent) of our positions are professional or para-professional and require expertise or education in a specific area. These professionals are required to continue acquiring education and experience relevant to their fields. This ensures instant credibility as the professionals work with the general public, high-ranking agency staff, and state and local elected officials.

The future skill requirements identified previously relate to management and dissemination of information, documents, records, and other agency services in electronic formats. Digital imaging, enhanced databases, and sound recording are the most notable emerging technologies that we need to actively embrace.

As we have moved toward digital information sharing, current skills for duplication and distribution of information in cassette tape, microfilm, and microfiche formats are no longer in demand and are required at a much diminished level.

Increasingly, we will need employees with bilingual skills, particularly English/Spanish, to meet the needs of the growing Spanish-speaking population in Texas.

RECRUITMENT

Long-term vacancies and a shortage of qualified replacement staff for management and other key program positions are anticipated during the next five years, particularly in the electronic media professions. This is exacerbated by the expanding skill sets required for replacements and the low salary levels we can offer. Salaries for many of the professional positions are significantly lower than the regional and national averages. In addition, fewer people are obtaining college

degrees in the specialized fields required for many of our professional positions, according to national research by the American Library Association. This trend is expected to continue. We anticipate a shortage of employees and/or extended vacancies as we recruit qualified replacements.

Many other governmental entities are creating positions similar to those at our agency. Records Management Officer, Librarian, Archivist, Technology Consultant, and Government Information Analyst positions have historically been few at other state agencies and local governments. This change has created an additional level of competition for recruiting for these professional positions.

V. STRATEGY DEVELOPMENT

MAINTAINING MISSION-CRITICAL SKILLS

To be successful, our employees need to learn new technologies, managerial and cutting-edge skills. We must take steps to remain aware of current trends, and develop the skills to speak as experts to constituents and peers. Many of our current employees possess the skills necessary to learn new methods, so time, funding, and training are key resource requirements here.

The Human Resources staff works with agency managers and supervisors to revise job descriptions and task statements to reflect changing skill and technology requirements. Our goal is to hire new staff that already has appropriate skills and abilities so they can immediately be successful in the position. Unfortunately, this creates salary compression issues in many program areas, so we continue to look for ways to proactively address the consequences of this solution.

Our performance evaluation system requires team leaders, supervisors and managers to work with each particular employee to identify training required to ensure the employee is successful in accomplishing the job responsibilities of his/her particular position. This then becomes the training plan, establishing written goals for the next evaluation period. The training goals are updated as the section's needs and employee's abilities evolve. The use of this new tool ensures our success in training current staff that is able to acquire needed skills for the future.

RECRUITMENT/RETENTION

Supervisors and managers coordinate with staff to ensure ongoing professional education and development is available for all positions as funds are available, especially those of a technical and/or professional nature. Job classifications are reviewed and modified when necessary, which provides a mechanism to upgrade positions when additional duties are assumed.

To help motivate and retain staff, agency managers will continue efforts to recognize and reward individual performance according to agency policies and to provide appropriate opportunities for professional growth. Current available tools include merit raises, one-time merit bonuses, and administrative leave. Our agency also provides peer-recognition tools including the Employees of the Quarter Award, and the Lorenzo Award.

WORK PROCESSES

In many areas of our agency, current work processes will need to change as a result of technological advancements, industry changes, and economic, social, and political conditions. We will need to look for additional ways to streamline and automate processes, particularly for

routine administrative tasks and legislative mandates. Program Managers will work together to streamline processes and efficiently accomplish tasks common to several divisions. We may also need to explore the use of temporary workers, consultants, and outsourcing for specialized jobs or tasks to prevent burnout of the existing workforce.

The agency is using more cross-divisional teams to share expertise among a reduced staff level, and divisions will continue to explore opportunities to form cross-divisional teams to avoid duplication of effort. However, even with the implementation of efficiency practices, current staffing levels will not accommodate new programs or services without dropping or revising some of our present services. Our organizational structure (task-oriented with specific job descriptions for each position) will need to become even more fluid. We have staff that can handle a variety of skills and are willing to work at whatever tasks are required each day. Expanded responsibilities allow staff the opportunity to use and develop skills other than those required for routine completion of job duties.

SUCCESSION PLANNING

The agency has an informal practice of succession planning. In the next year, the Human Resources staff will work with division directors to identify key positions throughout the agency for which succession planning is critical. The division directors will work as a group to identify potential staff with the skills and abilities to assume key positions with a minimal amount of training. This will allow managers and supervisors to develop staff with the potential to provide adequate backup of critical skills throughout the agency. This is especially important as we evaluate the positions held by staff that will be eligible to retire in the next five years. Agency leadership will need to ensure adequate resources are available to develop these human resources.

Mentoring programs will serve as a key component of the succession plan and will be established to provide a mechanism for transferring institutional knowledge and program-specific skills from retiring staff to advancing staff in an effort to avoid the "brain drain" syndrome.

LEADERSHIP DEVELOPMENT

The Human Resources staff works closely with agency managers to identify all individuals with potential for leadership positions using a variety of standard evaluation methods and tools. Replacement and succession charts will be developed within each division that will provide an opportunity for both managers and staff to examine the depth of talent, skills, and abilities of the current workforce.

VI. CONCLUSION

We believe we have one of the most qualified and professional workforces in state government. We recognize that as our programs and services evolve so will the skill requirements for our workforce. We will implement strategies to ensure our current and future workforce has access to the resources to acquire the skills necessary to remain successful in accomplishing our mission.

SURVEY OF EMPLOYEE ENGAGEMENT – FY2012

Note: The 2012 Benchmark data from other agencies was not available in time for this report.

COMPARISON OF CONSTRUCTS

Constructs capture the concepts most utilized by leadership and those which drive organizational performance and engagement.

Number	Dimension	Construct Name	2012 Results		Benchmarks from the 2010 survey				2010 Results			
			TSL Score	Rank	FTE3	Rank	Mission 1/10	Rank	All agencies	Rank	TSL in '10	Rank
2.3	Accommodations	Physical Environment	397	1	388	6	403	3	390	3	353	11
1.2	Work Group	Team	384	2	383	9	387	10	375	10	379	5
3.1	Organization	Strategic	380	3	400	1	416	1	399	1	382	3
1.1	Work Group	Supervision	380	4	399	2	401	4	396	2	395	1
5.3	Personal	Job Satisfaction	379	5	384	8	393	9	378	9	380	4
1.3	Work Group	Quality	377	6	383	10	401	6	380	7	375	7
5.1	Personal	Employee Engagement	374	7	385	7	394	8	379	8	378	6
2.2	Accommodations	Benefits	369	8	391	3	401	5	387	4	385	2
4.1	Information	Information Systems	368	9	375	11	385	11	374	11	355	10
5.2	Personal	Employee Development	363	10	389	5	397	7	382	6	366	8
3.2	Organization	Diversity	362	11	368	12	380	12	361	12	352	12
4.3	Information	External Communication	353	12	389	4	413	2	386	5	366	9
4.2	Information	Internal Communication	342	13	358	13	369	13	351	13	350	13
2.1	Accommodations	Pay	230	14	280	14	282	14	270	14	255	14
Average construct score:			361		377		387		372		362	

COMPARISON OF CLIMATE AREAS

The climate in which employees work does, to a large extent, determine the efficiency and effectiveness of an organization. The appropriate climate is a combination of a safe, non-harassing environment with ethical abiding employees who treat each other with fairness and respect. Moreover, it is an organization with proactive management that communicates and has the capability to make thoughtful decisions.

			2012 Results		Benchmarks from the 2010 survey						2010 Results	
Number	Climate	Area	TSL		FTE3		Mission		All		TSL in	
			Score	Rank	Rank	Rank	1/10	Rank	agencies	Rank	'10	Rank
2	Climate	Ethics	396	1	393	2	411	1	389	1	392	1
1	Climate	Atmosphere	390	2	395	1	402	2	386	2	386	2
3	Climate	Fairness	364	3	354	4	374	3	347	4	360	3
4	Climate	Feedback	331	4	356	3	372	4	350	3	336	4
5	Climate	Management	326	5	344	5	365	5	344	5	303	5
Average construct score:			361		368		385		363		355	

The Texas State Library and Archives Commission has contracted with the Institute for Organizational Excellence at the University of Texas at Austin for this survey since 1998. TSLAC management was disappointed that the Institute decided to revise the survey significantly in 2010. Some of the questions on the survey changed and the constructs also changed. In addition, they did not provide any comparative benchmark data that we have used in the past to compare ourselves to other agencies.

In 2012, the benchmark data was not compiled nor released by the Institute in time for inclusion in this report. Therefore, we are showing the 2010 benchmark data.



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Texas State Library and Archives Commission

AGENCY STRATEGIC PLAN FISCAL YEARS 2013 — 2017:
CONFRONTING OUR FUTURE WHILE PRESERVING OUR PAST